

## **TABLE OF CONTENTS**

- 1. AGENDA**
- 2. MINUTES**
- 3. FINANCIAL AND ADMIN**
- 4. COSATU**
- 5. ORGANISING AND CAMPAIGNS**
- 6. EDUCATION**
- 7. LEGAL**
- 8. LOCALS**
- 9. OTHER**

8. Against sexual harassment in whatever form it occurs.
9. For adequate and safe transport for workers doing overtime and night work.

**Now commits itself:**

1. To actively campaign in support of these resolutions
2. To negotiate agreements with companies wherever possible as part of this campaign.
3. To actively promote within its education programme, a greater understanding of the specific discriminations suffered by women workers and ways in which these can be overcome.
4. To actively promote the necessary confidence and experience amongst women workers so that they can participate fully at all levels of the union.
5. To establish in each region of the union a worker controlled sub-committee to monitor the progress in implementing this resolution and to make proposals to the regional congress in order to promote these aims. These regional sub-committees shall be coordinated nationally in a way to be formulated by resolution from the regional congresses to the Central Committee.
6. To budget for the workings of such sub-committees.
7. To actively encourage women members' involvement in women's organisations in the community.

## NUMSA Central Committee Delegates

### **Northern Transvaal**

Johannes Bokaba, T. Meme,  
F. Rammule, S. Matabane

### **Northern Natal**

Vincent Shandu, Derek Phiri  
Alfred Cele, Geoffrey Vilane

### **Southern Natal:**

Maxwell Xulu, Agrippa Mbatha  
Clive Mathurine, Khayo Madlala

### **Vaal**

Johannes Hialele, S. Maqubela  
W. Madupela, G. Mkwanazi

### **Witwatersrand:**

Hilton Mashigo, N. Ngale  
E. Hope, C. Bezuidenhout

### **Eastern Cape:**

John Gomomo, Arthur Williams  
Hennington Vena, Themba Zaula

### **Western Cape:**

D. Olifant, C. Gertze  
D. Omar, E. Loeks

### **Border:**

Sidney Nyengane, Wellington Nonyukela  
B. van der Byl, M. Tom

### **Highveld:**

P. Kgorutle, Isaac Vilakazi  
William Sehlola, Piet Magagula

### **Northern Cape/OFS**

Solly Mosala, George Williams  
Richard Selekisho

# NUMSA Addresses

## REGIONAL OFFICES

### 1. Northern Transvaal

Room 22/23 Prenor Building  
cnr Gerrit Maritz & West Str  
0116 PRETORIA NORTH

P.O. Box 17301  
0116 PRETORIA NORTH  
Tel: 012-546 0670/1  
Telex: 321510

### 2. Witwatersrand

4th Floor McCarthy Building  
34 Eloff Street  
2001 JOHANNESBURG  
Tel: 011-331 2386/7

P.O. Box 25241  
25241 FERREIRASDORP  
Teletex: 450940

ROLLY XIPU (REGIONAL SEC)  
ADRIAN BIRD (REGIONAL EDC. SEC)  
CRISS NDEBELE (REGIONAL CO-ORDINATOR)  
JOHN APPOLIS (ORGANIZER)

### 3. Highveld

1st Floor Alfriston Building  
440 Athlone Avenue  
1035 WITBANK

P.O. Box 1775  
1035 WITBANK  
Tel: 01351-60989  
Telex: 338535

PHILLIP BAEANILE KENIE (REGIONAL SEC)  
ERENIEL NKOSI S/S

### 4. Vaal

220/221 Trevor Building  
Voortrekker Street  
1930 VEREENIGING

P.O. Box 865  
1930 VEREENIGING  
Tel: 016-221763  
Telex: 743360

JOHN CAPEL (ORGANIZER)  
RAMOTLATSI S. NAMANE (CHAIRMAN)  
LUCAS TABANE (ORGANIZER)  
HENERIC TABANE (HON. SECRETARY)

### 5. Southern Natal

301 Metal Industries House  
15 Ordnance Road  
4001 DURBAN

Teletex: 650052  
Tel: 031-326 561

ROBERT VHANDIG  
TAN VETIR (REGIONAL EDC. SEC)  
MAHE TABANE (S/S)  
ABDAIL XABA (S/S)

### 6. Northern Natal

1 Waste Centre Building  
37 Morris Street  
3910 EMPANGENI RAIL

P.O. Box 7229  
3910 EMPANGENI RAIL  
Tel: 0351-24381  
Telex: 631296



## NUMSA Addresses

### HEAD OFFICE

3rd Floor National Acceptances House  
corner Rissik and Anderson Streets  
**2001 JOHANNESBURG**  
Tel: 011-832 2030/1/2/3/4/5

P.O. Box 260483  
**2023 EXCOM**  
Teletex: 451926  
Telefax: 011-838 4092

NICOLAS NAYEN

### ENGINEERING SECTOR

3rd Floor National Acceptances House  
corner Rissik and Anderson Streets  
**2001 JOHANNESBURG**  
Tel: 011-832 2030/1/2/3/4/5

P.O. Box 260483  
**2023 EXCOM**  
Teletex: 451926  
Telefax: 011-838 4092

BENNY FANAROFF

BOBBY MARE

GORDONAWANA

ALISTA SMITH

### MOTOR SECTOR

1/2 Lotus Building  
Cottrell Street  
**6001 PORT ELIZABETH**  
Tel: 041-431985/6

P.O. Box 4097  
**6014 KORSTEN**  
Teletex: 245055  
Telefax: 041-414092

FRED SAULS

### EDUCATION DEPARTMENT

301 Metal Industries House  
15 Ordnance Road  
**4001 DURBAN**  
Teletex: 650052

P.O. Box 10026  
**4056 MARINE PARADE**  
Tel: 031-326561/2

ALEC HOWIN

COBS PILLAY

2. Using the industrial councils to achieve regional and national conditions of employment will be in the interests of all metal workers.
3. Regional and national bargaining must be complimented by plant level negotiations where workers so decide.

**Therefore resolve that:**

1. The Union apply and become a party to the industrial councils having jurisdiction in the areas and industrial sections where our members are employed.
2. Such membership of the industrial councils shall not prevent the union and its members from participating in plant level negotiations.

## 6. Establishment of Locals

**Noting:**

1. That the basis of the structures of the union rely on the establishment of the local shop steward councils, and that there will be some delay before the Central Committee can be established.

**Therefore the Congress now resolves:**

That locals be established in the following areas before the end of August 1987.

### Transvaal

Benoni/Boksburg

Johannesburg

Pietersburg

Roodeport

Steelpoort/Machadadorp/Nelspruit

Vereeniging/Vanderbijlpark

Brits/Rustenburg

Kempton Park

Pretoria East West Central

Springs/Nigel/Brakpan

Warmbaths/Meyerton Potchefstroom

Germiston

Krugersdorp

Pretoria North

### OFS

Welkom

Bloemfontein

Parys

### N. Cape

Kimberley/Upington

Vryburg

### E. Cape

Port Elizabeth

Uitenhage

George

### Border

East London King Williamstown Queenstown

### W. Cape

Cape Town Paarl

Bellville Worcester

Atlantis

### S. Natal

Isipingo

Pietermaritzburg

Clairwood

Newcastle

Pinetown

Ladysmith

## Regional Office Bearers

### **Northern Transvaal**

**Regional Secretary:** Francis Motsepe  
**Chairperson:** Johannes Bokaba  
**Vice Chair:** Peter Magagula

### **Northern Natal**

**Regional Secretary:** Willies Mchunu  
**Chairperson:** Vincent Shandu  
**Vice Chair:** Derek Phiri

### **Southern Natal:**

**Regional Secretary:** Ekkie Esau  
**Chairperson:** Maxwell Xulu  
**Vice Chair:** Agrippa Mbatha

### **Vaal:**

**Regional Secretary:** Petrus Moloi  
**Chairperson:** Johannes Hialele  
**Vice Chair:** Samuel Nhlapho

### **Witwatersrand:**

**Regional Secretary:** Rolly Xipu  
**Chairperson:** Hilton Mashigo  
**Vice Chair:** Alpheus Makhadi

### **Eastern Cape:**

**Regional Secretary:** Gloria Barry  
**Chairperson:** John Gomomo  
**Vice Chair:** Arthur Williams

### **Western Cape:**

**Regional Secretary:** Joe Foster  
**Chairperson:** D. Olifant  
**Vice Chair:** I. Abrahams

### **Border:**

**Regional Secretary:** Viwe Gxarisa  
**Chairperson:** Sidney Nyengane  
**Vice Chair:** Wellington Nonyukela

### **Highveld:**

**Regional Secretary:** Frank Boshiele  
**Chairperson:** P. Kgorutle  
**Vice Chair:** Isaac Vilakazi

### **Northern Cape/OFS**

**Regional Secretary:** Reg Pienaar  
**Chairperson:** Soily Mosala  
**Vice Chair:** George Williams

exists) shall be represented on the committee. Its tasks will be:

- a) to receive bi-monthly reports from the co-operatives and/or their co-ordinating structures.
  - b) to deal with any requests or problems that arise;
  - c) to decide which proposals for co-operatives to support, on the basis of the following guidelines:
    - i) Feasability studies must show that the project is economically viable, and will contribute to strategies of development
    - ii) NUM and the members of the co-operative concerned must agree on a broad policy framework, and a constitution that reflects international co-operative principles.
3. When NUM sets up co-operatives within the present NUM regions, these co-operatives will elect a representative to the regional committee. This representative will give reports to the regional committee, and will take reports on NUM activities back to the co-operatives, with the aim of building unity and solidarity between NUM members and the co-operatives. This representative shall have speaking rights but not voting rights.



#### PROBLEMS/WEAKNESS OF LOCAL STRUCTURES

- local sub-committees did not function properly to the extent that a number of these meetings had to be cancelled due to non or poor attendance. These cancelations resulted in the LSSC's being loaded with issues that was suppose to be dealt with in these structures. Too many shopstewards were involved in the sub-committees (at least one per factory)
- Co-ordination of these sub-committees was shouldered by the organiser without the shopstewards taking responsibility or sharing with convening or co-ordinating these meetings
- non-functioning also led to poor attendance at a regional level.

#### 4. ORGANISING

- organising and servicing of small and outlying areas halted to stand still.
- this is largely due to pressure from well established company's on the organiser.
- Wage negotiations at plant level remains very time consuming
- The only retrenchments in our local took place at ELVINCO (5) and Van Schoor (6)
- The living wage campaign got off to a rough start with little knowledge and preparation of the 3 year wage strategy. However we have managed to secure an above average wage increase of ± 10 % and improved benefits. The issue of grading was referred to sub-committees with an in principle agreement of the proposal by company's. Negotiations of the reduction in grading will commence in early March 1994.

#### 5. THE WAY FORWARD :

Our LSSC held on 2 December 1993 resolved to embark on the following :

- \* that our first meeting of 1994 must be a LOSC to adress inter alia;
  - functioning and capacity of Factory SSC's
  - less dependence of bigger establishment on the organiser to allow him to concentrate on outlaying areas, smaller establishment and recruitment of new company 's

---

# Job Training Research Group

---

## Overview

The broad aim of the training research group is to investigate strategies to facilitate training of NUMSA members to higher levels of skill. This is partly to ensure that workers organised in conservative unions do not monopolise the highest skills - and therefore wield the power to hold a future economy to ransom. And it is partly to ensure that a pool of politically progressive skilled workers are available to help plan a future socialist economy.

The situation at present is that the state is shedding itself of its responsibility to train skilled workers and is devolving the control of this training to industrial training boards. NUMSA sits on these training boards in engineering, motor and auto (tyre and rubber not yet established). NUMSA represents relatively few artisans in engineering, but has a stronger position in the other two sector training boards. In Engineering, NUMSA is dominated by a number of strong craft unions, whereas in the other boards NUMSA is in a much stronger position.

## Research Group

The NUMSA research group consists of the following people at present:

Engineering	Andrew Stefaans	(STC - Wits Region)
	Bheki Ntuli	(Alusaf - Northern Natal)
	Ike Abraham	(John Thompson- W.Cape)
	Silas Adams	(Siemens - N. Transvaal)
	Lesley Nhlapo	(Highveld Steel- Highveld)
	Adrienne Bird	(NUMSA official)
	Jerry Thibedi	(NUMSA official)
Motor	Clifford Pearce	(Bosal - Eastern Cape)
	Des East	(NUMSA official)
Auto	Toyah Lillah	(VW - Eastern Cape)
	Les Kettledas	(NUMSA official)
Tyre and Rubber	Andrew Blaauw	(Goodyear - Eastern Cape)

## Activities of Research Group

### A. Industrial Training Board Meetings

Progress towards establishing Industry Training Boards is uneven. A report for each sector of NUMSA is involved in is given briefly below.



**TITLE:     THE POLITICS OF EDUCATION**

**AUTHOR:**       Paulo Freire

**NO. OF PAGES:** 199

**PUBLISHER:**    Macmillan Publishers

**AVAILABLE:**    University libraries and bookshops

**CONTENTS:**     *This book raises a lot of issues about the relationship between educational programmes and liberation.*

**TITLE:     THEORY AND RESISTANCE IN EDUCATION**

**AUTHOR:**       H. A. Giroux

**NO. OF PAGES:** 242

**PUBLISHER:**    Heinemann Educational books

**AVAILABLE:**    University libraries and bookshops

**CONTENTS:**     *This book examines what a radical approach to education means and looks in a lot of detail at the role of education in the struggle for fundamental social change.*

**TITLE:     ADULT EDUCATION AND SOCIALIST PEDAGOGY**

**AUTHOR:**       Frank Youngman

**NO. OF PAGES:** 242

**PUBLISHER:**    Croom Helm

**AVAILABLE:**    University libraries

**CONTENTS:**     This book develops a socialist framework for adult education. It describes how problems of educational inequality stem from capitalism and argues that only under socialism will these problems disappear. A set of principles which provide a Marxist approach to the teaching and learning of adults is put forward. These principles, he suggests, can be a guide for adult educators working for socialism.

**TITLE:     PEOPLES EDUCATION**

**AUTHOR:**       Edited by the University of the Western Cape

**NO. OF PAGES:** 150

**PUBLISHER:**    University of the Western Cape

**AVAILABLE:**    SACHED library, Wits Education Policy Unit Resource Centre and University of the Western Cape (CACE) Resource Centre and (COSATU) Resource Centre.

**CONTENTS:**     *This book is a collection of articles, speeches and documents on Peoples Education covering the period from December 1985 to May 1987.*

# NUMSA Addresses

## LOCAL OFFICES

### 1. Northern Transvaal Region

#### Rosslyn:

33 de Waal Street  
Rosslyn Plaza  
0200 ROSSLYN

P.O. Box 17301  
0116 PRETORIA NORTH  
Tel: 012-541 2374  
Telex: 322542

#### Pretoria East/West/Central:

COSATU Building  
14 Brown Street  
0002 PRETORIA  
Tel: 012-284935/284804

P.O. Box 8503  
0001 PRETORIA  
Teletex: 350204

#### Brits/Rustenburg:

Room 6 Muhammadan Bldg  
18 Tom Street  
0250 BRITS  
Tel: 01211-23412

P.O. Box 1516  
0250 BRITS  
Telex: 320559

PHILLIP BAKANILE MEME

#### Pietersburg/Potgietersrus:

Room 1, 1st Floor Mimosa Bldg  
58 Market Street  
0699 PIETERSBURG  
Tel: 01521-5868

P.O. Box 608  
0704 LADANA  
Telex: 331279

### 2. Wits Region

#### Benoni:

1535 Singh Street  
Actonville  
1500 BENONI

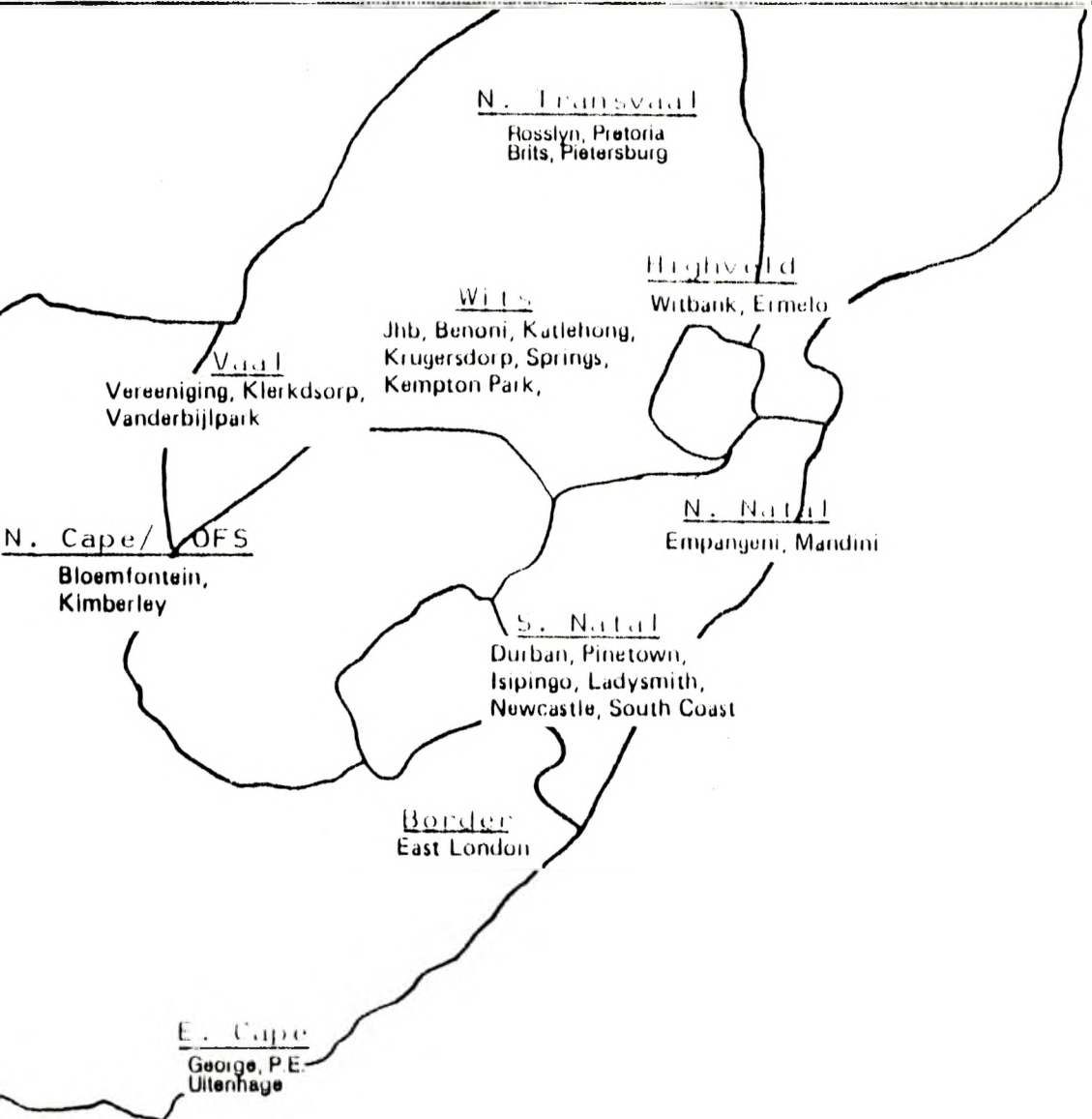
P.O. Box 693  
1500 BENONI  
Tel: 011-54 2516

ANDREW ST. FAIR  
12-15-16-17-18-19-20-21-22-23-24-25-26-27-28-29-30-31-32-33-34-35-36-37-38-39-40-41-42-43-44-45-46-47-48-49-50-51-52-53-54-55-56-57-58-59-60-61-62-63-64-65-66-67-68-69-70-71-72-73-74-75-76-77-78-79-80-81-82-83-84-85-86-87-88-89-90-91-92-93-94-95-96-97-98-99-100-101-102-103-104-105-106-107-108-109-110-111-112-113-114-115-116-117-118-119-120-121-122-123-124-125-126-127-128-129-130-131-132-133-134-135-136-137-138-139-140-141-142-143-144-145-146-147-148-149-150-151-152-153-154-155-156-157-158-159-160-161-162-163-164-165-166-167-168-169-170-171-172-173-174-175-176-177-178-179-180-181-182-183-184-185-186-187-188-189-190-191-192-193-194-195-196-197-198-199-200-201-202-203-204-205-206-207-208-209-210-211-212-213-214-215-216-217-218-219-220-221-222-223-224-225-226-227-228-229-230-231-232-233-234-235-236-237-238-239-240-241-242-243-244-245-246-247-248-249-250-251-252-253-254-255-256-257-258-259-260-261-262-263-264-265-266-267-268-269-270-271-272-273-274-275-276-277-278-279-280-281-282-283-284-285-286-287-288-289-290-291-292-293-294-295-296-297-298-299-300-301-302-303-304-305-306-307-308-309-310-311-312-313-314-315-316-317-318-319-320-321-322-323-324-325-326-327-328-329-330-331-332-333-334-335-336-337-338-339-340-341-342-343-344-345-346-347-348-349-350-351-352-353-354-355-356-357-358-359-360-361-362-363-364-365-366-367-368-369-370-371-372-373-374-375-376-377-378-379-380-381-382-383-384-385-386-387-388-389-390-391-392-393-394-395-396-397-398-399-400-401-402-403-404-405-406-407-408-409-410-411-412-413-414-415-416-417-418-419-420-421-422-423-424-425-426-427-428-429-430-431-432-433-434-435-436-437-438-439-440-441-442-443-444-445-446-447-448-449-450-451-452-453-454-455-456-457-458-459-460-461-462-463-464-465-466-467-468-469-470-471-472-473-474-475-476-477-478-479-480-481-482-483-484-485-486-487-488-489-490-491-492-493-494-495-496-497-498-499-500-501-502-503-504-505-506-507-508-509-510-511-512-513-514-515-516-517-518-519-520-521-522-523-524-525-526-527-528-529-530-531-532-533-534-535-536-537-538-539-540-541-542-543-544-545-546-547-548-549-550-551-552-553-554-555-556-557-558-559-560-561-562-563-564-565-566-567-568-569-570-571-572-573-574-575-576-577-578-579-580-581-582-583-584-585-586-587-588-589-590-591-592-593-594-595-596-597-598-599-600-601-602-603-604-605-606-607-608-609-610-611-612-613-614-615-616-617-618-619-620-621-622-623-624-625-626-627-628-629-630-631-632-633-634-635-636-637-638-639-640-641-642-643-644-645-646-647-648-649-650-651-652-653-654-655-656-657-658-659-660-661-662-663-664-665-666-667-668-669-670-671-672-673-674-675-676-677-678-679-680-681-682-683-684-685-686-687-688-689-690-691-692-693-694-695-696-697-698-699-700-701-702-703-704-705-706-707-708-709-710-711-712-713-714-715-716-717-718-719-720-721-722-723-724-725-726-727-728-729-730-731-732-733-734-735-736-737-738-739-740-741-742-743-744-745-746-747-748-749-750-751-752-753-754-755-756-757-758-759-760-761-762-763-764-765-766-767-768-769-770-771-772-773-774-775-776-777-778-779-780-781-782-783-784-785-786-787-788-789-790-791-792-793-794-795-796-797-798-799-800-801-802-803-804-805-806-807-808-809-810-811-812-813-814-815-816-817-818-819-820-821-822-823-824-825-826-827-828-829-830-831-832-833-834-835-836-837-838-839-840-841-842-843-844-845-846-847-848-849-850-851-852-853-854-855-856-857-858-859-860-861-862-863-864-865-866-867-868-869-870-871-872-873-874-875-876-877-878-879-880-881-882-883-884-885-886-887-888-889-890-891-892-893-894-895-896-897-898-899-900-901-902-903-904-905-906-907-908-909-910-911-912-913-914-915-916-917-918-919-920-921-922-923-924-925-926-927-928-929-930-931-932-933-934-935-936-937-938-939-940-941-942-943-944-945-946-947-948-949-950-951-952-953-954-955-956-957-958-959-960-961-962-963-964-965-966-967-968-969-970-971-972-973-974-975-976-977-978-979-980-981-982-983-984-985-986-987-988-989-990-991-992-993-994-995-996-997-998-999-1000-1001-1002-1003-1004-1005-1006-1007-1008-1009-1010-1011-1012-1013-1014-1015-1016-1017-1018-1019-1020-1021-1022-1023-1024-1025-1026-1027-1028-1029-1030-1031-1032-1033-1034-1035-1036-1037-1038-1039-1040-1041-1042-1043-1044-1045-1046-1047-1048-1049-1050-1051-1052-1053-1054-1055-1056-1057-1058-1059-1060-1061-1062-1063-1064-1065-1066-1067-1068-1069-1070-1071-1072-1073-1074-1075-1076-1077-1078-1079-1080-1081-1082-1083-1084-1085-1086-1087-1088-1089-1090-1091-1092-1093-1094-1095-1096-1097-1098-1099-1100-1101-1102-1103-1104-1105-1106-1107-1108-1109-1110-1111-1112-1113-1114-1115-1116-1117-1118-1119-1120-1121-1122-1123-1124-1125-1126-1127-1128-1129-1130-1131-1132-1133-1134-1135-1136-1137-1138-1139-1140-1141-1142-1143-1144-1145-1146-1147-1148-1149-1150-1151-1152-1153-1154-1155-1156-1157-1158-1159-1160-1161-1162-1163-1164-1165-1166-1167-1168-1169-1170-1171-1172-1173-1174-1175-1176-1177-1178-1179-1180-1181-1182-1183-1184-1185-1186-1187-1188-1189-1190-1191-1192-1193-1194-1195-1196-1197-1198-1199-1200-1201-1202-1203-1204-1205-1206-1207-1208-1209-1210-1211-1212-1213-1214-1215-1216-1217-1218-1219-1220-1221-1222-1223-1224-1225-1226-1227-1228-1229-1230-1231-1232-1233-1234-1235-1236-1237-1238-1239-1240-1241-1242-1243-1244-1245-1246-1247-1248-1249-1250-1251-1252-1253-1254-1255-1256-1257-1258-1259-1260-1261-1262-1263-1264-1265-1266-1267-1268-1269-1270-1271-1272-1273-1274-1275-1276-1277-1278-1279-1280-1281-1282-1283-1284-1285-1286-1287-1288-1289-1290-1291-1292-1293-1294-1295-1296-1297-1298-1299-1300-1301-1302-1303-1304-1305-1306-1307-1308-1309-1310-1311-1312-1313-1314-1315-1316-1317-1318-1319-1320-1321-1322-1323-1324-1325-1326-1327-1328-1329-1330-1331-1332-1333-1334-1335-1336-1337-1338-1339-1340-1341-1342-1343-1344-1345-1346-1347-1348-1349-1350-1351-1352-1353-1354-1355-1356-1357-1358-1359-1360-1361-1362-1363-1364-1365-1366-1367-1368-1369-1370-1371-1372-1373-1374-1375-1376-1377-1378-1379-1380-1381-1382-1383-1384-1385-1386-1387-1388-1389-1390-1391-1392-1393-1394-1395-1396-1397-1398-1399-1400-1401-1402-1403-1404-1405-1406-1407-1408-1409-1410-1411-1412-1413-1414-1415-1416-1417-1418-1419-1420-1421-1422-1423-1424-1425-1426-1427-1428-1429-1430-1431-1432-1433-1434-1435-1436-1437-1438-1439-1440-1441-1442-1443-1444-1445-1446-1447-1448-1449-1450-1451-1452-1453-1454-1455-1456-1457-1458-1459-1460-1461-1462-1463-1464-1465-1466-1467-1468-1469-1470-1471-1472-1473-1474-1475-1476-1477-1478-1479-1480-1481-1482-1483-1484-1485-1486-1487-1488-1489-1490-1491-1492-1493-1494-1495-1496-1497-1498-1499-1500-1501-1502-1503-1504-1505-1506-1507-1508-1509-1510-1511-1512-1513-1514-1515-1516-1517-1518-1519-1520-1521-1522-1523-1524-1525-1526-1527-1528-1529-1530-1531-1532-1533-1534-1535-1536-1537-1538-1539-1540-1541-1542-1543-1544-1545-1546-1547-1548-1549-1550-1551-1552-1553-1554-1555-1556-1557-1558-1559-1560-1561-1562-1563-1564-1565-1566-1567-1568-1569-1570-1571-1572-1573-1574-1575-1576-1577-1578-1579-1580-1581-1582-1583-1584-1585-1586-1587-1588-1589-1590-1591-1592-1593-1594-1595-1596-1597-1598-1599-1600-1601-1602-1603-1604-1605-1606-1607-1608-1609-1610-1611-1612-1613-1614-1615-1616-1617-1618-1619-1620-1621-1622-1623-1624-1625-1626-1627-1628-1629-1630-1631-1632-1633-1634-1635-1636-1637-1638-1639-1640-1641-1642-1643-1644-1645-1646-1647-1648-1649-1650-1651-1652-1653-1654-1655-1656-1657-1658-1659-1660-1661-1662-1663-1664-1665-1666-1667-1668-1669-1670-1671-1672-1673-1674-1675-1676-1677-1678-1679-1680-1681-1682-1683-1684-1685-1686-1687-1688-1689-1690-1691-1692-1693-1694-1695-1696-1697-1698-1699-1700-1701-1702-1703-1704-1705-1706-1707-1708-1709-1710-1711-1712-1713-1714-1715-1716-1717-1718-1719-1720-1721-1722-1723-1724-1725-1726-1727-1728-1729-1730-1731-1732-1733-1734-1735-1736-1737-1738-1739-1740-1741-1742-1743-1744-1745-1746-1747-1748-1749-1750-1751-1752-1753-1754-1755-1756-1757-1758-1759-1760-1761-1762-1763-1764-1765-1766-1767-1768-1769-1770-1771-1772-1773-1774-1775-1776-1777-1778-1779-1780-1781-1782-1783-1784-1785-1786-1787-1788-1789-1790-1791-1792-1793-1794-1795-1796-1797-1798-1799-1800-1801-1802-1803-1804-1805-1806-1807-1808-1809-1810-1811-1812-1813-1814-1815-1816-1817-1818-1819-1820-1821-1822-1823-1824-1825-1826-1827-1828-1829-1830-1831-1832-1833-1834-1835-1836-1837-1838-1839-1840-1841-1842-1843-1844-1845-1846-1847-1848-1849-1850-1851-1852-1853-1854-1855-1856-1857-1858-1859-1860-1861-1862-1863-1864-1865-1866-1867-1868-1869-1870-1871-1872-1873-1874-1875-1876-1877-1878-1879-1880-1881-1882-1883-1884-1885-1886-1887-1888-1889-1890-1891-1892-1893-1894-1895-1896-1897-1898-1899-1900-1901-1902-1903-1904-1905-1906-1907-1908-1909-1910-1911-1912-1913-1914-1915-1916-1917-1918-1919-1920-1921-1922-1923-1924-1925-1926-1927-1928-1929-1930-1931-1932-1933-1934-1935-1936-1937-1938-1939-1940-1941-1942-1943-1944-1945-1946-1947-1948-1949-1950-1951-1952-1953-1954-1955-1956-1957-1958-1959-1960-1961-1962-1963-1964-1965-1966-1967-1968-1969-1970-1971-1972-1973-1974-1975-1976-1977-1978-1979-1980-1981-1982-1983-1984-1985-1986-1987-1988-1989-1990-1991-1992-1993-1994-1995-1996-1997-1998-1999-2000-2001-2002-2003-2004-2005-2006-2007-2008-2009-2010-2011-2012-2013-2014-2015-2016-2017-2018-2019-2020-2021-2022-2023-2024-2025-2026-2027-2028-2029-2030-2031-2032-2033-2034-2035-2036-2037-2038-2039-2040-2041-2042-2043-2044-2045-2046-2047-2048-2049-2050-2051-2052-2053-2054-2055-2056-2057-2058-2059-2060-2061-2062-2063-2064-2065-2066-2067-2068-2069-2070-2071-2072-2073-2074-2075-2076-2077-2078-2079-2080-2081-2082-2083-2084-2085-2086-2087-2088-2089-2090-2091-2092-2093-2094-2095-2096-2097-2098-2099-2100-2101-2102-2103-2104-2105-2106-2107-2108-2109-2110-2111-2112-2113-2114-2115-2116-2117-2118-2119-2120-2121-2122-2123-2124-2125-2126-2127-2128-2129-2130-2131-2132-2133-2134-2135-2136-2137-2138-2139-2140-2141-2142-2143-2144-2145-2146-2147-2148-2149-2150-2151-2152-2153-2154-2155-2156-2157-2158-2159-2160-2161-2162-2163-2164-2165-2166-2167-2168-2169-2170-2171-2172-2173-2174-2175-2176-2177-2178-2179-2180-2181-2182-2183-2184-2185-2186-2187-2188-2189-2190-2191-2192-2193-2194-2195-2196-2197-2198-2199-2200-2201-2202-2203-2204-2205-2206-2207-2208-2209-2210-2211-2212-2213-2214-2215-2216-2217-2218-2219-2220-2221-2222-2223-2224-2225-2226-2227-2228-2229-2230-2231-2232-2233-2234-2235-2236-2237-2238-2239-2240-2241-2242-2243-2244-2245-2246-2247-2248-2249-2250-2251-2252-2253-2254-2255-2256-2257-2258-2259-2260-2261-2262-2263-2264-2265-2266-2267-2268-2269-2270-2271-2272-2273-2274-2275-2276-2277-2278-2279-2280-2281-2282-2283-2284-2285-2286-2287-2288-2289-2290-2291-2292-2293-2294-2295-2296-2297-2298-2299-2300-2301-2302-2303-2304-2305-2306-2307-2308-2309-2310-2311-2312-2313-2314-2315-2316-2317-2318-2319-2320-2321-2322-2323-2324-2325-2326-2327-2328-2329-2330-2331-2332-2333-2334-2335-2336-2337-2338-2339-2340-2341-2342-2343-2344-2345-2346-2347-2348-2349-2350-2351-2352-2353-2354-2355-2356-2357-2358-2359-2360-2361-2362-2363-2364-2365-2366-2367-2368-2369-2370-2371-2372-2373-2374-2375-2376-2377-2378-2379-2380-2381-2382-2383-2384-2385-2386-2387-2388-2389-2390-2391-2392-2393-2394-2395-2396-2397-2398-2399-2400-2401-2402-2403-2404-2405-2406-2407-2408-2409-2410-2411-2412-2413-2414-2415-2416-2417-2418-2419-2420-2421-2422-2423-2424-2425-2426-2427-2428-2429-2430-2431-2432-2433-2434-2435-2436-2437-2438-2439-2440-2441-2442-2443-2444-2445-2446-2447-2448-2449-2450-2451-2452-2453-2454-2455-2456-2457-2458-2459

N

W. Cape  
C. Town, Bellville  
Atlantis, Worcester

# UMSA Regions



# NUMSA Policies

## 1. The Freedom Charter and the struggle for socialism

### Noting:

1. That the vast majority of the working masses of our country recognise the Freedom Charter as containing the basic minimum demands for a free and democratic South Africa.
2. That the Freedom Charter enjoys mass support among the organised workers nationally.
3. That the Freedom Charter has majority support among the natural and most reliable allies of the workers: women, the youth, students and the unemployed.
4. That we are committed to building socialism.
5. That we are committed to the leadership of the organised working class in the struggle.

### Believing:

1. That only the working class masses, under the leadership of organised industrial workers, can truly liberate our country from the chains of capitalist exploitation and apartheid exploitation.
2. That the organised workers have a common interest in the creation of a worker-controlled, socialist society where there will be no exploitation, oppression or discrimination of any form.
3. That the national democratic struggle against apartheid and the socialist struggle against capitalist exploitation are complimentary parts of the uninterrupted struggle of organised workers for control over the industry and government of a liberated South Africa.
4. That only with the leadership and control of organised workers over the mass democratic struggle of today, and the government of tomorrow, will the demands of the Freedom Charter be fully and completely exercised in the lives of the working masses of our country.
5. That the working class can only take the lead in the struggle, make and lead the correct alliances and build true socialism and democracy if it has a clear programme to achieve these aims.
6. That it should be a clear priority of COSATU and other organisations of the working class to build a clear political programme.

### This congress therefore resolves:

1. To adopt the Freedom Charter as containing the minimum political demands that reflect the vision which the majority of workers have of a free, democratic and non-discriminatory South Africa.
2. To develop among the working class and its allies a coherent understanding that the demands of the Freedom Charter and all other demands of organised workers can only be realised through the practical leadership of the industrial working class.
3. To uphold and advance the leadership of the working class in the struggle for the establishment of a socialist society, where workers' control of government and industry will be enforced in a liberated South Africa.
4. That COSATU will discuss the aims and programme of the working class at all levels of its structure.

## 2. The principles of working class alliances

### Noting:

1. That the struggle against apartheid oppression is inseparable from the struggle against capitalist exploitation.
2. That the struggle of organised workers against apartheid oppression and capitalist exploitation is unrealisable if alliances are not forged with the natural allies of the workers, i.e. the youth, women, students and the unemployed.
3. That organised workers have a duty and responsibility to the oppressed and exploited masses to give leadership in this alliance so as to ensure that the interests and demands of the working class govern such alliances.

### Believing:

1. That any alliance between organised workers and community and political organisations must be disciplined and clearly structured at local, regional and national level.
2. That the purpose of any alliance is the achievement of both immediate and long-term demands through the political action and common programme of the parties to the alliance.
3. That the alliance involves a common respect and understanding for the independent structures and mandates of the parties to such alliance and should therefore be guided by the universal principle of a united front: "March separately and strike together."

### This congress therefore resolves:

1. That COSATU takes practical steps to forge a united front alliance with any organisation which has:
  - 1.1 A commitment to a non-racial, democratic and socialist South Africa
  - 1.2 A clear programme which enjoys mass-based support among workers and their allies
  - 1.3 A proven record and history of mass mobilisation and struggle
  - 1.4 Recognised the need for workers to lead our struggle
  - 1.5 A single national mass-based constituency to which it is answerable
  - 1.6 Clearly defined structures locally, regionally and nationally.
2. That COSATU struggles to ensure that the political and economic interests of organised workers govern the practical action of the united front.
3. That we consistently fight for demands, organisation and action which will promote the leading role of the organised working class in the united front alliance.
4. That we refrain from affiliation to any party political organisation at this stage in our struggle.

## 3. Registration in terms of the Labour Relations Act

### This Congress noting that:

1. All the major independent industrial unions in South Africa are registered.
2. Registration is a tactic and not a principle.
3. Registration in no way interferes with the democratic control of workers over their unions.

### Believing that:

Tactical advantages will be achieved by the Union by being registered.

**Therefore resolves:**

1. That the Union apply and register, in terms of the Labour Relations Act, for the metal and related industry in South Africa.

#### **4. NUMSA Membership Subscriptions**

**This Congress noting that:**

1. The unions participating in the inaugural congress all have different rates of membership subscriptions which need to be equalised so as to avoid confusion.
2. That subscriptions currently paid by members to their unions, will not be enough to ensure the financial self sufficiency and independence of the new metal union.

**Believing that:**

1. It is of the utmost importance that the new metal union should be financially self sufficient and able to support all its programmes and objectives, so as to adequately service the needs of its membership.

**Therefore resolve:**

1. That the membership subscription, due and payable by every union member, be R1.00 per member per week.
2. That such subscriptions be deducted from the member's wages by the employer on receipt of a stop order signed by the member requesting such deduction to be made.
3. That the Central Committee determine how and when to give effect to the implementation of the subscriptions after consultation with the membership.

#### **5. Membership of Industrial Councils**

**This Congress noting that:**

1. Regional and national collective bargaining in the metal industry in South Africa is done through the system of industrial councils.
2. The conditions of employment negotiated by such industrial councils are applied to the vast majority of metalworkers in South Africa.
3. There are no less than 15 000 establishments in the metal and related industries.
4. It is impossible for the Union to have plant level negotiations with all the establishments in the metal and related industries.

**Believing that:**

1. It is also the duty of the union to further the interests of its members and improve their conditions of employment.



## 2. The principles of working class alliances

### Noting:

1. That the struggle against apartheid oppression is inseparable from the struggle against capitalist exploitation.
2. That the struggle of organised workers against apartheid oppression and capitalist exploitation is unrealisable if alliances are not forged with the natural allies of the workers, i.e. the youth, women, students and the unemployed.
3. That organised workers have a duty and responsibility to the oppressed and exploited masses to give leadership in this alliance so as to ensure that the interests and demands of the working class govern such alliances.

### Believing:

1. That any alliance between organised workers and community and political organisations must be disciplined and clearly structured at local, regional and national level.
2. That the purpose of any alliance is the achievement of both immediate and long-term demands through the political action and common programme of the parties to the alliance.
3. That the alliance involves a common respect and understanding for the independent structures and mandates of the parties to such alliance and should therefore be guided by the universal principle of a united front: "March separately and strike together."

### This congress therefore resolves:

1. That COSATU takes practical steps to forge a united front alliance with any organisation which has:
  - 1.1 A commitment to a non-racial, democratic and socialist South Africa
  - 1.2 A clear programme which enjoys mass-based support among workers and their allies
  - 1.3 A proven record and history of mass mobilisation and struggle
  - 1.4 Recognised the need for workers to lead our struggle
  - 1.5 A single national mass-based constituency to which it is answerable
  - 1.6 Clearly defined structures locally, regionally and nationally.
2. That COSATU struggles to ensure that the political and economic interests of organised workers govern the practical action of the united front.
3. That we consistently fight for demands, organisation and action which will promote the leading role of the organised working class in the united front alliance.
4. That we refrain from affiliation to any party political organisation at this stage in our struggle.

## 3. Registration in terms of the Labour Relations Act

### This Congress noting that:

1. All the major independent industrial unions in South Africa are registered.
2. Registration is a tactic and not a principle.
3. Registration in no way interferes with the democratic control of workers over their unions.

### Believing that:

# NUMSA Addresses

## HEAD OFFICE

3rd Floor National Acceptances House  
corner Rissik and Anderson Streets  
**2001 JOHANNESBURG**  
Tel: 011-832 2030/1/2/3/4/5

P.O. Box 260483  
**2023 EXCOM**  
Teletex: 451926  
Telefax: 011-838 4092

NICKY NAYEN

## ENGINEERING SECTOR

3rd Floor National Acceptances House  
corner Rissik and Anderson Streets  
**2001 JOHANNESBURG**  
Tel: 011-832 2030/1/2/3/4/5

P.O. Box 260483  
**2023 EXCOM**  
Teletex: 451926  
Telefax: 011-838 4092

BENNY FANAROFF  
BOBBY MARE  
GORDONWANA  
ALISTA SMITH

## MOTOR SECTOR

1/2 Lotus Building  
Cottrell Street  
**6001 PORT ELIZABETH**  
Tel: 041-431985/6

P.O. Box 4097  
**6014 KORSTEN**  
Teletex: 245053  
Telefax: 041-414092

FRED SAULS

## EDUCATION DEPARTMENT

301 Metal Industries House  
15 Ordnance Road  
**4001 DURBAN**  
Teletex: 650052

P.O. Box 10026  
**4056 MARINE PARADE**  
Tel: 031-326561/2

ALEC HOWIN  
LOBS PILLAY

## RESTRUCTURING WORKSHOP PROGRAMME

FRIDAY 25 JUNE 1993

**SECTION 1 : INTRODUCTION**

JOE FOSTER : Brief input on 'WHAT  
IS RESTRUCTURING'

TONY RUITERS : WHY ARE WE  
ASSESSING OUR  
3-YEAR WAGE  
STRATEGY?

**SECTION 2 : GROUP WORK**

ORGANISERS : "ASSESSING OUR  
OWN EXPERIENCES"

**SECTION 3 : INPUT**

- (i) "NUMSA'S VISION"
- (ii) DETAIL PLANS FOR THE  
SECTORS
- (iii) PLANS FOR COMPANY  
LEVEL BARGAINING

**SECTION 4 : DISCUSSION OF INPUT IN ABOVE IN  
SECTION 3.**

## ***ORGANISERS WORKSHOP ON INDUSTRY RESTRUCTURING***

1. List what is the most common form of restructuring / changes on the factory floor you have come across. Also name the factories.
2. How have you dealt with restructuring that confronted you as an Organiser?
3. In the implementation of the 3-Year Wage Strategy at national, regional and local level, what problems have you come across. State the problems.
4. What do you think we should do to overcome the problems you have raised?
5. Read through articles given to you. Comment critically.
6. After listening to the inputs, discuss in your group the Approach and the details of the different sectors. Debate whether this approach and detail helps overcome the problems you mentioned earlier on in questions (1), (2), (3) and (4).

**End**

## Restructuring! Old or new?

The manner in which the present restructuring debate is proceeding in the union is cause for concern. Apparently members are generally unclear as to what restructuring is all about. This is evident from the fact that when we ask members, Is restructuring taking place in your company? The reply is no. However on further probing. Are there retrenchments taking place? Is there lean production? Do you have quality circles? Cell production? Etc The answer is yes. The problem to my mind stems from the fact that the manner in which the union has been taking up the issue is, as if, it is something completely new.

Restructuring is not something new. It is as old as capitalism itself. Throughout the ages capitalism has only been able to survive because of its ability to adapt and change to meet the situation obtaining at the time. It is this adapting and changing which is called restructuring. It is clear from the aforesaid that members have not been made to view it this light. Perhaps we need to go back to our old teaching methods of explaining to our members what the capitalist system is all about, and not to assume that the present generation of members know all about it. A few years ago workers did not know about the word **inflation**, but what they did know was, that as time went by, they were getting fewer and fewer goods for the same amount of money. I think that this also holds true for restructuring.

The union is looking for new strategies to fight the present onslaught of capital on the working class. We do not need new medicines to cure old illnesses. We need to build on and develop the old cures to treat these essentially old germs. We need to revisit the old strategies that we used in the past and to adapt them to meet the current situation. An issue that comes to mind is the old system of lay-offs, this was used as a measure to halt retrenchments, workers stayed at home for a period of time without pay, but at least they retained their jobs. I am sure there are many more examples to be found. One has only to consult the workers to find the answers and not to depend entirely on intellectuals to provide strategies that half the times become meaningless, because they bear no resemblance to the reality on the shop floor.

---

## **NUMSA strategic change: Towards a trade union strategy for industrial renewal, job security, employment creation and prosperity**

---

### **Introduction**

The last two years have witnessed massive changes in the strategic orientation of the union. This is still largely confined to our 1993 proposals for a three year wage agreement (wages/grading/skills/leadership) and some general thoughts on industrial policy that are by and large confined to and understood by a few individuals in leadership.

In a very real way we are faced with our own transitional process. It is almost impossible that this process should be without trauma and problems. But many comrades are concerned that the changes are taking place too fast; that our members are confused about our new approach; that the issues are too complex; that we don't have sufficient resources and that we are running a big risk of leaving our members behind. This will increasingly lead to practices that will eventually destroy our tradition of shopfloor democracy and militancy.

The questions that many comrades ask are "what is restructuring"? Why are we talking about restructuring? What has this strategy got to do with our struggle for socialism and how does it relate to our past struggles and achievements? These are not easy questions and some of them have yet to be answered concretely.

It is intended that this paper form the basis of our restructuring discussions. It will be a discussion document at our National Policy Workshop on 10 and 11 June.

It is not the purpose of this paper to put forward any proposal or to argue for any particular approach, but to help clarify our minds so that we can develop an approach to restructuring that is consistent with our tradition of building working class power and democracy.

The paper is divided into three parts:

The first part looks at some history. The second part looks at the different elements of our approach and suggests a framework to help the discussion. The third and last part is a summary of the various activities and is designed to help us draw up a programme.

## **PART I    -    WHAT IS THE NEW STRATEGY AND HOW HAS IT DEVELOPED?**

### **The early years - Conflict and Socialism**

The NUMSA bargaining strategy has undergone very radical change in the last few years. Before our new strategy, the national bargaining process was a fairly straightforward process. We drew up a list of common demands for the different sectors which was largely based on our congress resolutions. The most important of these was the demand for a living wage, job security, training, provident fund and centralised bargaining. We would then campaign for these demands in a very high profile way that was characterised by mass mobilisation.

Between 1987 - 1989 the main aim was to bring together the different sectors and to have uniform proposals and a common culture in the negotiations; whilst in the negotiations the main aim was to extract as much wages and benefits as possible out of the employers.

The general political climate was dominated by out and out conflict and repression. (COSATU House bombings, State of Emergency etc) Our major slogans were for "Socialism Now". We adopted the Freedom Charter as a minimum programme out of which a socialist worker programme had to be developed.

### **Massive job loss - Problems in manufacturing**

However from about 1989 we began to experience massive retrenchments. COSATU started to commission research into the economy which indicated some very fundamental structural problems in the economy. NUMSA set up a number of RDGs and started to make further studies of the economy and a number of possible longer term policy issues on training, housing, medical benefits. Politically things started to change. In February 1990, the era of transition was marked by the unbanning of the liberation movement, the release of key leaders and the beginning of the negotiations process.

At the same time, we witnessed the rapid collapse of the eastern bloc countries. These factors combined to produce a major rethink of previous positions that we took for granted. As part of the tripartite alliance we no longer just strategised in terms of resistance but as the prospect of democracy became a possibility we started also thinking about reconstruction. In other words, how a "new" South Africa was going to work politically and economically.

On the economic policy front we started talking of the need to restructure the industry for job creation and redistribution. Our slogans and talk of nationalisation also became less and less. There appeared to be growing consensus around a mixed economy. In our collective bargaining strategy we began placing more emphasis on the need for job security and job creation.



## **Restructuring - the New Approach**

Between 1991 and 1992, the NUMSA national collective bargaining strategy emphasised the need for job security, job creation, training and growth of the industries. A number of agreements around the need for restructuring and job security/creation and training were reached in the Engineering, Auto and Tyre industries. The defeat of the engineering strike in 1992 suggested that a new way had to be found. The 1993 bargaining strategy was not insignificantly influenced by the presence of a certain Australian comrade who helped put together the basic framework of the strategy along the lines of the experiences of social democratic unions there.

## **Summary**

In short our collective bargaining strategy has undergone rapid change in the last few years. It has been influenced by developments in the political struggle for democracy, major economic battles (eg VAT), the collapse of the eastern bloc, and a greater awareness of fundamental problems in the South African economy. It has changed from mass mobilisation around a simple set of clear demands that does not refer to the state of the economy, to a very complex strategy to restructure industry by increased training, changes in work organisation, industry policy, labour market policy and macro economic policy.

## **PART TWO      -      A FRAMEWORK FOR RESTRUCTURING**

At the last meeting it was suggested that we debate our restructuring approach in terms of the following:

### **/ Vision**

What is our vision, in other words what do we ultimately want. We are committed to socialism so this is our long term vision. But we need to break this down into the key elements eg:

- the exercise of working class power in the state and society (democracy, worker power)
- the socialisation of the means of production (worker control in the factories, production for need etc)

### **/ Strategy**

This is our general plan to achieve our vision. It is a general guide to our actions. Our strategy acts as a bridge between our vision and our present day realities.

### **/ Policies**

Our policies will guide how we implement our strategy

#### **Programmes**

These are the detailed plans of our interventions. This guides our day to day work. It also helps us to assess our capacities and resources and to prioritise issues.

1. Our first task is to define our vision, then our strategy, then the specific sets of policies. Our strategy flows from our vision and the key problems in our way. Our policies flow from our vision, it is how we implement our strategy.
2. Our second task is to define our programme. This is how we actually are going to intervene. To do this we must take into account what are our resources and capacities.

#### **1. Vision**

- Political democracy
- socialisation of the means of production
- economic growth/creating wealth and full employment
- democratic economic planning/worker control
- solidarity

#### **2. Strategy**

Our strategy has a number of separate but interconnected components. Through collective bargaining and mass campaigns we will intervene through:

#### **NUMSA**

- Wages/grading/skill

We have changed our approach to national wage negotiations. Over and above the ... in real terms (above the inflation rate) we are

seriously trying to reduce wage grades and to link the wage system to skills and training. Training must be available to all workers.

- **Industry policy**

To negotiate industry/sectoral plans for growth and job creation.

### ***COSATU***

Through COSATU we are negotiating in the NEF, the NMC and the NTB to negotiate and influence macro economic policy (taxation, investment policy) labour market policy (legislation, safety net, training) and industrial policy (incentives, tariffs, state purchasing policy etc).

### ***Reconstruction Accord***

This is still being debated but the motivation here is to form a much closer alliance with the ANC on the basis of an election pact. This will hopefully commit a future ANC government to an accord that will enhance our ability to influence macro economic, labour market and industrial policies.

### ***International***

To develop international networks of solidarity and information especially in the Southern African region.

## **3. Policy**

In South Africa the process of restructuring industry takes place in the context of the need to radically transform society and its institutions to meet the political, social, economic and cultural needs and aspirations of the majority of the people. We are faced with a crisis situation at a political, social, economic and cultural level.

The majority of our population are still disenfranchised, our educational system is still fragmented along racial lines and in complete disarray, we have close on 40% unemployment, the majority of our people don't have access to decent housing/shelter, health facilities. Our economy has a number of major structural problems that stem directly from it being made to serve the interests of apartheid-capitalism.

The key features remain a highly protected, highly concentrated, largely resource dependent economy, with a relatively small and declining manufacturing industry that was driven by inward industrialisation policies in the strategic interests of the ruling class and big business (mega projects) and small captive white market. It suffers from low investment, technological dependence, serious skills problems, a bloated supervisory hierarchy based on racist lines, and massively declining employment levels and outdated production methods.

NUMSA will therefore campaign for a way to restructure industry to achieve economic growth that will meet the basic needs of our society, create full employment, improve benefits and give higher wages. The restructuring of industry and the achievement of greater levels of efficiency cannot take place at the expense of job security, worker rights, higher wages and worker solidarity. We need to define policies to guide our interventions at a number of levels.

We have gone some way in defining our policy for industry level, where we said we will fight for a wage policy that links wages, grading and skills. This will set the basis for developing an industry framework for training and work organisation changes at plant level. Another important part of our intervention is to develop industry policies that will enhance the growth of industries/sectors. Key aspects of this will be to develop specific sectoral plans eg. steel or electronics. These policies will primarily be aimed at addressing the key structural problems in these sectors.

## PART THREE - DRAWING UP A PROGRAMME

LEVEL	FORUM	ISSUES	PROBLEMS
<b>MACRO</b>	NEF  NTB  NMC	Macro economic  National Education and Training framework  Labour legislation, social benefits, UIF etc.	1. Issues are complex 2. Not backed up by campaigns 3. Poor affiliate involvement 4. Poor technical / administrative support
<b>National Industry</b>	NICISEMI, NICMI, Auto NBF, Tyre IC  IETB	Wages, grading, training, job security, benefits etc.  National Industry Training framework	1. structures are new (working groups) and complex 2. Lack of co-ordination between CB/Educ/Org/ Admin 3. Members not clear about proposals 4. Very little mass involvement 5. Poor information base 6. Lack of clear strategy 7. Lack of policies
<b>National Sector</b>	Motor Task Force, SCE, NELF	Industry Policy	
<b>Regional</b>	Regional Development Forums	Regional economic development	no strategy, no co-ordination
<b>Company</b>	Columbus, Highveld, Iscor  Ferro-alloy producers  Henred Reunert/GEO  Auto companies Alusaf Escom Dorbyl Denel Murray and Roberts	There are a number of different entry points for restructuring at this level: Retrenchment, training, job redesign, wages etc.	The national strategy revolves around the three year programme ie the nexus. 1. There is no clear strategy as to how to translate this into an approach for plant level negotiations 2. At plant level we are weak in terms of skills 3. Many of our organisers lack sufficient skill/training 4. Under resourced at national and plant level

*Summary report from regions on restructuring activities.*

**Wits Central West**

**Gec/African Lamp-**

5% wage cut proposed by Co. Agreed to negotiate productivity improvement. Company agree to moratorium, training and work teams.

**Finseest/Interstuhl**

Company proposing whole range of incentives. Still in the early stages of discussion with our members.

**Simera**

Part of Denel (used to be Armscor). Potential membership about 2000 mostly skilled white workers. Current Numsa members about 200. Company start to consult unions on wide range of issues including changes to employment conditions and various restructuring initiatives. This is an important foothold into Denel and the arms industry as a whole. However we still need to recruit and build strong organisation here.

**Promex**

Introduction of a three shift system with computerised machinery. Internal training taking place to deal with new machinery.

**McCarthy Group**

Dealerships closing resulting in retrenchments.

**Solid manufacturing**

Company has introduced a productivity system called the "Rainbow System". Numsa has approached the company for details.

**Bosal**

Closing warehouses nationally, because of "duplication".

**Steinmuller/Lavies**

Company is cutting down as a result of Eskom cutbacks. Apparently the company is only employing matriculants.

**AEG**

Joint management/workers committee established to plan efficiency improvements. Committee meets every day. Some departments have already closed.

**Wits East Region**

**Scaw Metal** - As a result of retrenchment negotiations it became clear that the company was planning major restructuring. However Scaw is refusing to negotiate these changes with us.

**National Bolts** - The company had proposed a form of worker participation which has been rejected by our members.

**Haggle Rand** - Job re evaluation and grading being negotiated.

**Hubco Forgings** - The company has initiated a training system. The region is involved.

**Henred Fruehauf** - Company wants to embark on an intensive literacy, numeracy and on the job training programme. The region and HO involved.

**Van Leer** - The company wants to initiate a job evaluation and grading exercise.

#### **Eastern Cape**

**Dorbyl Uitenhage**- no consultation , details not clear

**Dorby Busel-**

**Dorby Guestro wheels** -

**Volks wagen** - retrenchment negotiations ( called off)

**Tycon**- details not clear.

**Firestone** - no consultation , details not clear.

**Aberdare Cables**- details not clear.

**Murray and Roberts Foundry** - some form of consultations took place.

**Eveready batteries**- some consultation, detail not clear.

**Formex Industries**- no consultations

**Cumar Abrasives** - some consultations

**Bosal Africa**- some consultation

#### **Border Region**

**MBSA**- company wants to be a " world class" manufacturer by the year 2010. Numsa is intervening especially around the area of adult basic education and training.

#### **Highveld Region**

**Highveld Steel** - The company is closing down a division and also upgrading the steel mill , a meeting with the company is planned.

#### **Vaal Region**

**Eskom** - handled by organising department

**Iscor** - handled by organising department.

**Samancor**- the union does not seem to be involved; details are not clear.

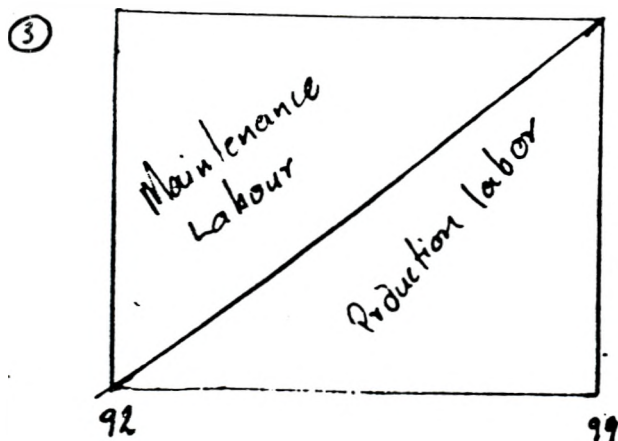
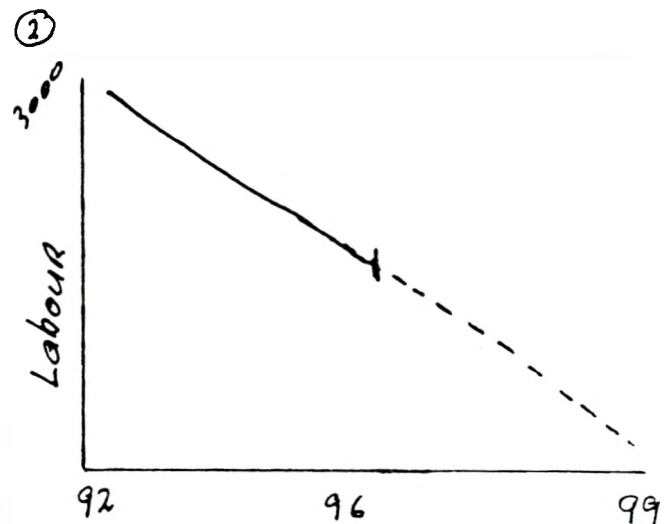
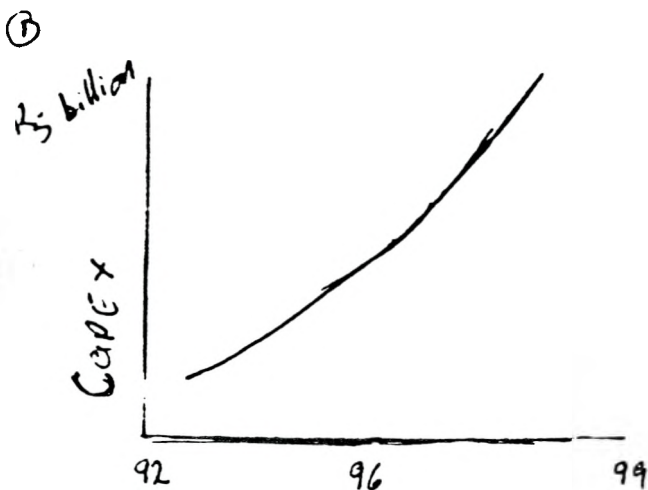


## RESTRUCTURING AT COLOMBUS

Colombus is switching to world class systems, this initiative is encouraged by the need which is in the rest of the country to benefit and earn as much foreign currency as possible. But the world market demands that production systems must be efficient.

To be efficient Columbus chose to expose workers to a lot of training and introduce world class technology which cost Columbus approximately 5 billion rands. World class systems can be successful only with a small workforce. This means that Columbus had to retrench a lot of workers. But Columbus came out clean because Middleberg Steel and Alloys did the dirty work for them just before the split.

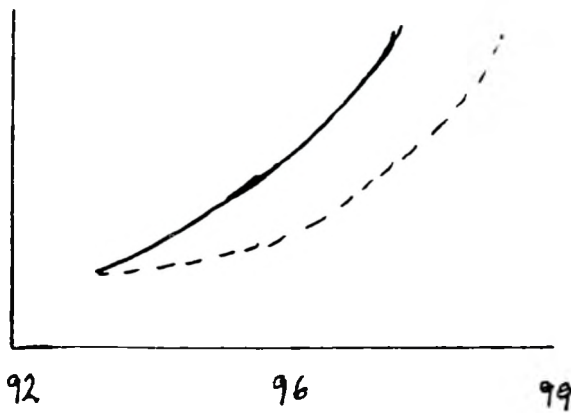
The company is now gradually utilising the system and steadily introducing world class equipment. As the process gains momentum, the number of production labour diminishes and maintenance labour increases. The three graphs below illustrate the situation.



Production labour is broad in 1992 and diminished as the years go by (bottom)  
Maintenance labour increases broad in 1992.

Note that while the company has no need to retrench, and they can offer a moratorium on retrenchments for three years, they will not take on new employees and workers who leave the company by natural attrition will not be replaced.

It only fair that wages should be improved substantially because workers have more work and more responsibility even though they can cope because they are multi skilled. But Columbus is not inclined to pay more wages. This is evident in their wage offer for these negotiations. Here is another graph.



Solid line is a fair wage line  
The broken line is what Columbus is doing.

## **1a Projects: Columbus and Alusaf and the development of a els plan.**

### **roduction**

SA metal and engineering industry has largely been shaped by investment  
is associated with the exploitation (mining and beneficiation) of the country  
ral wealth and/or with the strategic interest of apartheid capitalism. The so  
nd Mega Projects. The creation of massive power generation capacity (C  
om), synthfuels (Sasol and Mosses) are examples of past projects with the  
sgas being the most recent. Two major projects which have recieved the go  
ad recently are the Columbus stainless steel project and the Alusaf  
anson of aluminium production.

### **ne facts about Columbus and Alusaf**

nbined the two projects will cost in excess of R10 billion rand. Both projects  
ld not have gone ahead if the state did not provide it with a tax concession,  
ch allows both companies to start writing off depreciation costs earlier. In  
er words the company can write off from the time that construction  
nmences and not wait until the plant is commissioned (when actual  
duction starts). This tax concession is only for companies who beneficia  
eral resources for export. In the case of Alusaf the project depends on a  
cial electricity tariff agreement with Eskom. The price that the company pays  
electricity will be linked to world price of aluminium. If this price is low the  
ctricity price is low if this price is high then the electricity price goes up. The  
or share holders in the Columbus project are Gencor, AAC and the IDC. In  
suf the major shareholders are Gencor and the IDC. The job creation  
ential of both projects is very small about 1200 permanent jobs in the case of  
suf and 200 in Columbus. Temporary employment during the construction  
ase will be about 6000 in the case of Alusaf and between 800 - 1400 in the  
se of Columbus.

### **e Mega Projects debate**

e mega projects are going ahead even though there are a number of  
ntroversial issues and debates still outstanding. Some of the key problems  
it Numsa have raised are:

The lack of consultation on investment in circumstances where large state  
support is required.

The huge amounts that are being spent on very capital intensive projects.

That these projects will not break our reliance on commodity exports.

The few jobs that will be created.

- The lack of a strategy to develop downstream manufacturing where job and wealth creation have much more potential.

The answer of those in favour of such projects are that we need to encourage  
investment and that in the case of Columbus and Alusaf "beneficiation" of our  
mineral resources is taking place, lastly and more importantly they argue that  
SA desperately needs the foreign exchange that these projects will generate.  
This is their strongest argument and we need to develop a clear response to this  
as even in the ANC these projects have recieved and informal blessing mainly  
for this reason.

### **How do we Intervene**

Although Numsa has raised criticisms about these projects they have still gone  
ahead and more are planned. Numsa has therefore also decided to intervene in  
the planning and construction of these projects. This involves how these  
companies will source technology, equipment etc to build the new plant wether  
local or overseas. It involves the questions of employment of workers to handle  
the construction of the project and the conditions that cover such workers etc.  
Currently we are negotiating some of these issues with the CEA.

At a meeting convened by Cosatu representatives from the two companies and  
their major share holders, including the IDC, were present. Numsa raised a  
number of problems with the way in which these projects were being handled, (see  
a Central Committee Resolution). The major concern was that overseas  
companies are contracted to handle and supply equipment. As far as possible  
we want local business to get the contracts to save and maybe create more  
jobs.

According to Alusaf a greater part of the investment will be spent locally where  
a joint venture project management company to handle the construction has  
been set up between Murray and Roberts and a Canadian company. Alusaf  
have indicated their willingness to discuss their procurement policy with us they  
claim that although tenders are accepted on the basis of who is the most  
competitive they will do as much as possible to assist local companies to get  
contracts. Columbus has claimed that about 60% of the investment will be spent  
locally. However local companies (eg. Siemens have already complained of  
losing contracts on the supply of machines to suppliers in Brazil - according to  
Columbus this is because Siemens was asking too much and have now been  
forced to reduce its price.

Numsa/Cosatu also raised the idea of a special tripartite forum like in the case  
of electronics and motor where all these questions can be negotiated in the  
context of developing an overall plan for the Iron and Steel industry. It is clear  
that more major projects are in the pipeline and we need to influence these in a  
way that will benefit workers.

In the case of Alusaf, the raw material to make aluminium is imported. However it has been  
used that the company is beneficiating coal as the process to make aluminium requires huge  
amounts of electricity.

## RESTRUCTURING

### MOTOR INDUSTRY

The Motor Industry in South Africa is made up of nine (9) vehicle manufacturing plants, producing passenger cars and light, medium and heavy commercial vehicles and about 150 component manufacturers producing a various range of components for the vehicle manufacturing plants.

Together these manufacturers employ about 89000 workers with about 160,000 workers in the motor trade.

The local passenger car market has been in decline for the last 10 years. After reaching a peak of approximately 300,000 units in 1981, the market has slumped to 183,000 passenger cars in 1992 (a decline of 40%).

In the vehicle manufacturing industry employment over this period had declined from about 50282 to about 26863. In the Component Industry 23000 jobs had been lost since Phase 6 was introduced in 1989.

Since the 1960's the South African Vehicle Manufacturing Industry has been regulated by a local content programme which has been implemented in phases. The main objective of this local content programme was initially import substitution, but with the implementation of the current Phase VI in June 1989, the emphases of this programme fell on foreign exchange protection.

The shrinking of the car market can be attributed broadly to an increase in car prices, above the inflation rate and the decrease in disposable incomes. Vehicle sales are little more than half what they were at the start of the 1980's. Seven (7) assemblers compete for a share of a total market which, in some countries, represents less than the sales of a single car. South African car sales this year are expected to total about 170,000 - 180,000. Germany with six manufacturers, produces 4 million cars a year, while Japan, with six manufacturers produce 6 million.

Local prices have escalated to the extent that it is estimated that less than one in five new cars are sold to private buyers. The rest go to company fleets.

Not only are there too many vehicle assemblers in South Africa, but there are also too many models, compared with other countries. This means that volumes are low as well as the components that are used. Because there are many assemblers, competition has been fierce.

One solution is that South African Manufacturers should produce high-volume cars domestically, and import ~~high-price~~ low-volume cars. Locally built cars are protected at present by duties of 100% and a surcharge of 15% on completely built up (CBU) imports. Vehicle assemblers have suggested reducing the duty to 60% over a period of years.

The South African Motor Industry ended up in a state of disarray after years of increasingly frustrated efforts to find a workable solution.

It is against this background that Derek Keys, Minister of Trade and Industry appointed a Task Group to consider:-

- (a) the advisability of reducing the number of motor vehicle models manufactured in South Africa;
- (b) the Industry's potential for economic growth, employment creation and Human Resources Development;
- (c) the appropriate amendments to Phase VI during the transitional period prior to Phase VII;
- (d) affordability of motor vehicles, parts and accessories;
- (e) the impact on the balance of payments.
- (f) international trends in automotive manufacturing and trade, including obligations under G.A.T.T.
- (g) the need for a programme that is as simple, transparent and affordable as possible and as easy as possible to administer;
- (h) to address the present imbalance in purchases of new vehicles by corporations and individuals.

The Task Group include representatives from assemblers, component manufacturers, trade unions, the Automobile Association, Industrial Development Corporation, government and the Motor Industry Federation. The Task Group has until November 1993 to make its recommendations for a longterm strategy for the Industry.

Numsa committed itself to negotiating an effective Industrial Strategy. We have negotiated a Work Security Fund at the National Bargaining Forum that includes a commitment to negotiating the longterm growth and viability of the Industry and improving productivity.

In May 1991 Numsa placed proposals before the auto assemblers in regard to the future of the Industry.

Numsa in its first submission to the Task Group characterised the Industry's problems as follows:-

- \* Historical reliance on an unsophisticated but high level tariff structure.
- \* Orientation to a small high income white market, creating an uneconomic proliferation of models and assemblers and low capacity utilisation.
- \* Work organisation, skill formation and communications are centred around outdated principles and practises.
- \* High cost components stemming from a lack of economically viable production volumes.
- \* High costs raw materials in spite of South Africa's obvious comparative advantage in some areas,
- \* Weak indigenous technological capacities and an almost complete dependance on imported design, research and development expertise.

Numsa believed that it was both in the national and Industry interest to take urgent initiatives to stem the loss of employment, strategic capacity and expertise. To this end it was recommended that all parties to the Industry i.e. assemblers, component manufacturers and unions develop an agreed five to ten years strategy to restructure the Industry. This strategy should have as its prime objective a World Class Industry capable of meeting the changing demands of the domestic market while maintaining a high export profile in order to provide employment growth.

Performance benchmarks, based on issues such as export growth, skill formation and quality measures should be put in place in order to determine the rate of reduction in tariff protection. Incentives should be available in order to assist companies and regions to restructure and adjust to changing patterns of location and employment. The Industry plays a significant role in certain regional economics and it is therefore essential that there be a strong structural relationship between an Auto Industry strategy and regional development objectives.

In addition to the above Numsa put forward its view points on:-

- Industry Protection Policy.
- Export Incentive Programs.
- Work Organisation and Skill Formation.
- Regional Policy and Initiatives in Industry co-operation and
- The establishment of an Automotive Industry Authority.

The work of the Task Group had been divided and referred to a Short-term Working Group and a Longterm Working Group.

The Short-term Working Group had completed its tasks and made recommendations to the Minister on the following matters:-

- (i) Automatic gearboxes fitted to goods vehicles and busses of a mass exceeding 2000kg.;

An application was made by 2F SA to the MITG for the reduction of forex usage incurred by OEM's when fitting imported automatic gearboxes to heavy goods and/or busses.

In practice manufacturers first install locally manufactured manual gearboxes in plant and receive a 50c/R1 reduction in excise duty on the local content of the manual gearbox. They then remove the vehicle from the plant and replace the manual gearbox with an imported automatic gearbox on which full duty has been paid. The manual gearboxes are then sold and could possibly find their way back to the original vehicle plant to be used for another cycle of reduced duties.

This application was rejected.

- (ii) Revised definition of CKD (completely knocked-down) and penalty on non-CKD vehicles imported into South Africa;

Vehicles could be divided into three categories namely:-

- Completely built up (CBU).
- Vehicles assembled mainly from components imported in a semi-knocked-down (SKD) condition and
- Vehicles assembled from components sourced in a completely knocked-down condition (CKD).

As part of the Short Term changes to Phase VI it is recommended that passenger cars and light goods vehicles imported SKD should not receive the same benefits under Phase VI as those vehicles built from CKD components.

As it is not easy to distinguish between the three categories, it was decided that it was essential to define CKD.

In order to allow manufacturers that are currently manufacturing vehicles from components imported in an SKD condition it is recommended that a phasing out period be allowed until 28 February, 1994.



*of/as*

This will ensure that no further run-out or other models will be introduced in the South African market which are not manufactured from CKD components and which will therefore have an unfair cost advantage.

- (iii) Rebate of duty of inputs imported by Component Manufacturers and OEM's;

The motor vehicle component manufacturers requested a rebate of the customs duty on goods for use in the manufacture of motor vehicle components.

Certain recommendations were made in relation to the Customs and Excise Act which will promote the manufacture of cheaper and more competitive components and thereby assuring more affordable motor vehicles.

- (iv) Reduction of the duties on imported luxury coaches.

An application was made by Intercap Travel Tours for the reduction in the duty on luxury coaches, new and second hand, and to allow the import of 30 busses free of duty.

The MITG has accepted that the Local Industry is quite capable of building luxury coaches.

The recommendation is therefore that the duty on luxury coaches should not be further reduced and that the 30 busses, new and second hand, shall not be allowed to be imported duty free.

The Task Group also dealt with a proposal for inclusion of CBU's in Phase VI. The objectives were to:-

- provide OEM's with the opportunity to rationalise and reduce low volume domestic production, consistent with the principles of Phase VI.

- provide the Industry with the opportunity to generate additional exports and import replacements through the creation of additional forex, particularly those OEM's at or above the local content target.
- give a signal to vehicle importers that in order to import CBU vehicle competitively, a commitment to local manufacture will be required.

At the initial limit, it is estimated that up to 4,500 CBU's could be included in Phase VI, which, whilst displacing some locally manufactured vehicles, will still provide, by the application of a 1.4 factor, the incentive for further localisation and exports, of up to R120 million per annum. This recommendation may affect limited production at Mercedes Benz and Delta and it is planned to have a meeting with these two companies to discuss the matter.

In the Longterm Working Group, the various parties put forward their views on a new strategy for the Industry and a delegation recently travelled to the United States to interact with representatives at the International Motor Vehicle Programme at the Massachusetts Institute of Technology (MIT). It is also looking at Motor Industry development programmes in other countries.

End. *Long term view*

- *World exceeds supply*
- *Single Plants 4-5 thou workers can build the whole of A.S.A. production.*
- *Higher Tariff cannot protect Industry. It's cheaper to import. GATT will prevent this*

210

## INDUSTRIAL RESTRUCTURING

The documents that follow come from the National Policy Workshop held on the 10 - 11 June 1993.

The National Policy Workshop received reports of the various restructuring invitations. An input paper was then considered. This is the next document entitled

"NUMSA Strategic Usage: Towards a Trade Union Strategy for Industrial Renewal, Job Security, Employment Creation and Prosperity".

The National Policy Workshop then broke into groups for more detailed discussion and then reported back. These report-backs have been combined and are set-out in the Report sets out proposals to

- develops the Vision and Strategy
- to develop guidelines on
  - company level invitations
  - Multiskilling vs multi- tasting
  - regional initiatives
  - industry agreements
  - sectoral development plans
- look at organisational issues on:
  - co-ordination
  - new wage strategy
  - training and education
  - motor sector

Two possibilities emerged as to how to deal with this.

Firstly a review committee could be appointed to look at co-ordination and the National Policy Workshop meet again urgently to look at developing guidelines.

Secondly, that the National Policy Workshop meet again a few times this year to deal with both the review and the guidelines.

23

The feeling was that if worker leadership are actively involved in dealing with problem and formulating policy that it will strengthen their ability to control the union.

The congress should give on direction in this regard.

**Summary of the NPW 10/11 June - based on working groups' discussions**

**Why does Capital Restructure and how does it take place?**

Restructuring is not new. Capital restructures ( changes the way in which it exploits / make profits) when it faces a crisis in profitability etc. This is mainly as a result of competition between companies. Increasingly companies in SA are responding to global competition and the lack of a growing domestic market . Companies restructure in order to save costs, increase efficiencies, productivity and profitability and to become more competitive. Capital wants to achieve greater flexibility and control of the labour process. To do this they want to either coopt or get rid of unions.

In the past capitalists have restructured by simply introducing new machinery cutting the labour force or imposing stricter control like in a prison. Especially in SA where they have not been completely exposed to global competition. However a number of the restructuring initiatives that are taking place more recently claim to want to include workers in decision making, reduce management hierarchy and also claims to empower workers with more skills through experiments like JIT, TQE, Green Areas, Quality Circles, Work Teams, Speed ups Kaizen, Lean Manufacturing etc. . Many of these restructuring initiatives/ concepts are trying to respond to the lack of " international competitiveness" where competitiveness means being able to deliver high quality, low cost products on time.

However these initiatives are simply more sophisticated and subtler ways to coopt and control workers. It aims to get greater flexibility by subcontracting and by multi tasking, in other words on the job training to do more jobs instead of proper all round training and education of workers. In most cases it leads to job loss and to divisions amongst workers and hence weaker union organisation.

**Vision /Strategy /Policy /Programme-( see discussion document)**

It is agreed that we need to establish a clearer link between our vision, strategy policy and programme.

Vision.( We need to include in our vision the following:

Integrated Human Resource policy and infrastructure

One Union One Industry

Working class solidarity and Internationalism

An improved quality of life( Housing, education, proper health care)

Full employment ( Job Security, Job creation,

Wealth creation ( Not accept competition as the basis for our restructuring).

As a general rule we need to define our vision in simple terms that are easily understood and seen as realistic and achievable by our members.

25

**Strategy** ( The strategy as outlined in the document was seen as the basis of our intervention however the strategy is still a bit loose and needs to be defined more clearly.

**Policy** Our major aim is to get involved in restructuring initiative to achieve greater job security, increased employment, worker empowerment and to advance worker solidarity. At the same time we are also faced with the tasks of reconstruction, we must therefore ensure that the priority of restructuring will lead to the meeting of the needs of our population especially the unemployed and working majority.

**Problems**( see discussion document)

It was broadly agreed that we cannot ignore the restructuring initiatives that are taking place and that our strategy attempts to define our intervention. However we need to intervene in way that is consistent with our eventual goal of having a socialist society . This means that we need to be extra careful that our members are driving the process through campaigns and mass mobilisation and more intensive education on these issues. It was agreed that our broad vision and strategy ( as outlined in the discussion document ) formed the basis for our intervention but that there is still a lot of confusion and uncertainty about our strategy even at a leadership level. It was felt that we need to tighten our strategy and especially to show the link between our strategy and our vision. We need to urgently address the demobilisation and confusion in our ranks. It seems that the biggest problem especially at national industry level is the lack of coordination between the different departments of the union. We also need to focus on the problems in Cosatu and make sure that we dont bite off more than we can chew.

**Objectives/Guidelines for our restructuring initiatives:** It was agreed that we should develop a number of guidelines for our intervention at the following levels:

**Company Level( Preconditions for negotiations)**

The union must be informed of restructuring initiatives at company level.

Employment security , no job loss as a result of our involvement in restructuring.

Disclosure of information

Worker rights and facilities( especially the right to strike and to training)

Link between wages grading, skills and training

To form flatter management structures and work teams with elected team leaders.

We need to finalise policy on productivity negotiations: The bottom line must be for workers to enjoy the financial benefit of any productivity improvements. Such benefits to be distributed collectively.

**Regional**

We need to develop a coherent and coordinated policy. Our focus should be on job creation and training. We should avoid regionalism and encouraging competition between regions whereby poorer regions will just get poorer.



Urgent guidelines on the motor sector, developments in the negotiations and guidelines for a campaign.

It was agreed that the above summary should be written up to go into the General secretary's report for discussion and possible debate at the congress. It was also agreed to recommend that a further NPW be held in July to further develop a series of guidelines that will assist our restructuring/reconstruction initiatives.

26

## RESOLUTION 1

NUMSA

### RESOLUTION: CAMPAIGN IN THE MOTOR INDUSTRY

This Congress notes that the collapse of the Motor Industrial Council will be a reality on the 31st August 1993 and that our members' rights will be detrimentally affected.

#### THEREFORE RESOLVES

1. A Plan Of Action Be Adopted To Mobilise Our Members
2. The campaign programme as set out below is ratified and must be announced at this Congress and discussed in all constitutional structures.
3. The campaign must be popularised to all workers and discussed with the Alliance, SABTA, SANCO and other organisations.

#### PROGRAMME OF ACTION

1. The programme of action set out by the NEC is endorsed.
2. SAMIEA leaders who are trying to destroy NICMI should be isolated. Their garages and businesses should be picketed. This must first be explained to workers in those garages.
3. NUMSA members and the communities should phone SAMIEA leaders from 5 July on to ask them why they do not want to settle.
4. The big groups must be well organised and they must be pressed to get SAMIEA to keep the Industrial Council and settle.
5. Letters must be sent to all motor employers to ask if they support SAMIEA's attempts to destroy NICMI.
6. Other mobilizing action should also be undertaken.
7. There should be a day of action of the motor sector on 2 August. This must be supported by all sectors and the community should be asked to support.
8. The threat to NICMI must be raised by the COSATU delegation at the NEF on 5 July.
9. Our aims in this campaign are:
  - \*to get SAMIEA to settle on wages and conditions for 1992.
  - \*to get them to negotiate in good faith for the 1993 agreement.
  - \*to stop the break-up of NICMI.
  - \*to stop the deregulation of the petrol price which will cause up to 40 - 50 000 job losses and the closure of many small and Black owned garages.

THE CAP  
TRADE  
LIBR



30.2.2

## RESOLUTION :2

### Resolution - RECONSTRUCTION ACCORD

1. We agree with the Reconstruction Accord subject to the condition that the ANC achieves in the constitutional negotiations a bottom line of a strong and democratic unitary state based on majority rule without any minority veto.
2. We agree that COSATU should enter into the Reconstruction Accord with other organization and parties.
3. Parties to the Reconstruction Accord should be COSATU and other Trade Unions, ANC SANCO, SACP and other organizations who fit the following criteria:
  - a. have a history of opposition to apartheid
  - b. fought consistently to unite organizations of the oppressed people
  - c. have democratic practices
  - d. support majority rule
  - e. agree to put working class interests and issues high on the agenda.
4. After the signing of the Accord. COSATU should monitor and assist with the implementation of the Accord. The signed Accord should be used to mobilize people to support ANC.
5. COSATU should now already look at strengthening and uniting the Working Class inside and outside the factories, in urban and rural areas. We should do this by:
  - i. carrying out our resolution of our Congress to call a conference on socialism
  - ii. call a conference of Civil Society
  - iii. Look at new forms of organization that will unify the Working Class organizations and parties to take forward a programme to implement socialism. This could take the form of a Working Class Party.
  - iv. Set into motion a concrete programme of action to address the needs of the un-employed and under employed.
  - v. Instead of simply calling conferences, we want a mechanism to be put in place to monitor the decisions implemented after these two conferences. This mechanism must be based regionally and nationally.

SAUTHA 14 a: NUNISA

## **RESOLUTION :**

### **RESOLUTION : CULTURE**

- The working people of South Africa have a rich and diverse cultural talent.
- The political history of our country has denied workers the opportunity to develop and expose their cultural talent.
- Cultural activities are another form of expression of people's feelings and aspirations.

#### **THEREFORE RESOLVE THAT:-**

- (i) The NUMSA Education department should play a role in ensuring that the cultural talent of NUMSA members is exposed and developed.
- (ii) NUMSA should strive to get employers to afford workers the right and facilities to expose and develop their natural cultural talents.
- (iii) NUMSA should work with cultural organisations which have a history of supporting the South African workers struggle, to generate financial resources in order to assist member's cultural projects.
- (iv) NUMSA will recommend to the Alliance as a whole to regard culture as a bridge building block to achieve reconciliation and respect for one another in our country.
- (v) To this end NUMSA will as well call on COSATU to negotiate with other alliance partners for the inclusion of Trade Unionists in the National and Regional list of candidates.
- vi) COSATU should strive to ensure that the ANC led elections campaigns based on an election manifesto and reconstruction accord, that embodies the interests of workers and those of civil society in general.

## RESOLUTION 5:

*That the Reconstruction Accord and Restructuring Industry be referred to a National Policy Workshop for finalisation by the next Central Committee.*

### ROLE AND STRUCTURE OF THE RECONSTRUCTION ACCORD AND THE ELECTION MANIFESTO

1. The main aim of COSATU is to democratise the economy and to ensure that rights are guaranteed for the working class in both the political and the socio-economic fields.
2. The reconstruction accord forms a set of guidelines for democratisation of the economy.
3. It does not stand alone it goes together with other documents, such as our strategy programme and the election manifesto.
4. Structure of the Reconstruction Accord.

This has five stages:

- Stage 1: Write down and elaborate the main aims and demands of the reconstruction programme: e.g. affordable housing for all by the year 2005; affordable energy for all by the year 2000. (see pages 1 - 5 of the draft Reconstruction Accord).
- Stage 2: What needs to be done to achieve each of these aims ? For example, in an electrification programme there will have to be restructuring of the electricity distribution industry; development of technology and standards; human resources policies; financing and tariffs policies; environmental policy; provision of high quality and affordable end-user equipment. (See the draft Reconstruction Accord where this is set out).
- Stage 3: The steps and timetables for each of these: that is, dividing what has to be done into projects with clear targets and who we need to interact with in doing this (a first outline of this is set out in column 2 of the draft Accord).

Stage 4. Development of the content of each step including costing, e.g. of a financing and tariff policy for electricity provision.

Stage 5. What has to be done by each player to achieve these steps and projects ?

5. **Process of the Accord:**

The development of especially Stages 2 - 5 must be fully integrated with the development of strategy and negotiations in the issue-based forums (e.g. the NHF, the NELF, the regional development forums, the industrial strategy forum; the living wage committee).

The socio-economic task force of COSATU, reporting to the Exco, should ensure proper coordination of the process. As indicated in the General Secretary's report this could be seen as the Reconstruction Programme.

6. **The Election Manifesto**

This has two goals:

- To persuade people to vote for the Alliance, on the basis that the Alliance offers policies which will satisfy the needs of all our people for basic goods and services and for nonracial democracy and peace.
- To commit civil society and the ANC to a reconstruction programme.

The manifesto therefore contains the points written down in stage 1 of the Reconstruction Accord: that is, the main aims and demands of the accord.

In addition, it contains issues of a political and legal nature.

## STAGE I

### The Reconstruction Accord

#### Preamble

Led by our country's liberation movements the struggle against the evils of racism and apartheid has been long and costly. Critical to the success of this struggle has been the role played by ordinary people in their communities, civics, trade unions, rural organisations, parent-teacher-students associations, churches, women organisations, youth organisations and other organs of civil society.

It is these people who have suffered most from apartheid and it is these people who stand to gain or lose most as we rebuild our society.

This Reconstruction Accord stems from the firm belief that having been part of the struggle to defeat apartheid these same organs should be part of the reconstruction of our society that will forever eradicate the legacy of apartheid.

It is our further belief that the mass participation of our peoples in this exercise will deepen, strengthen and defend democracy and reconciliation in our society. It is not only the objectives we set ourselves that are important but how we achieve those objectives that will ensure a prosperous, stable and just society in future.

#### I. Principle Objectives

There are four principle objectives of this Reconstruction Accord:

- 1.1 To provide basic social infrastructure to all of South Africa's people by the end of this century.
- 1.2 To carry out a policy and institutional reform that will lead to stable and environmentally sound economic growth with a rising standard of living for all.
- 1.3 To ensure that we develop mutually beneficial socio-economic relations within Southern Africa and Africa as a whole.
- 1.4 To carry out the above objectives through a process of democratic participation and the establishment of rights that will remove all forms of discrimination by race, sex or creed and that will ensure that all persons - in particular women, youth and rural peoples - benefit from socio-economic reconstruction.

## 2. Basic Social Infrastructure

The following would be our objectives in the provision of basic social infrastructure for our society

- 2.1 **Housing** - every South African will have access to a home that is of a reasonable standard, affordable to that person's circumstances and where tenancy or property rights are transparent and protected in law. We should achieve this target by the end of this century.
- 2.2 **Electricity** - every household, be it urban or rural shall have access to affordable electricity and such electricity should also be available to small scale production and commercial activities in urban and rural areas. Again the target should be 2000.
- 2.3 **Water** - all homes should have access to running water from a clean and environmentally sound source. The target should be 2000. A Southern African water system should be developed by 2010.
- 2.4 **Health Care** - the basic facilities in the form of hospitals and the infrastructure for a primary health care system must be in place by 2000.
- 2.5 **Education** - the basic facilities for primary, secondary, tertiary, vocational and adult basic education must be in place by 2000.
- 2.6 **Welfare and Community Services** - all communities must have access to facilities for child care, care of the aged and disabled, library and recreation by 2000.
- 2.7 **Transport** - a basic system of usable, all-weather roads should be in place by 2000. An integrated and effective public and private transportation system should be developed by 2000.
- 2.8 **Communication** - all houses and enterprises should have access to telephones, radio and television by 2000.
- 2.9 **Transportation and Communication Network** - A modern effective and rapid transportation and communication network should be in place in Southern Africa by 2010.
- 2.10 **Environmental Protection** - effective legislative and policing mechanisms for the protection of the environment should be introduced and an environmental clean-up programme commenced with significant achievement targeted for the year 2000.

### 3. Stable and Viable Economic Growth

Central to the programme set out in this Reconstruction Accord is the objective of successfully combining the provision of the basic needs of our people with the development of an economy capable of stable and viable growth.

A careful examination of how basic social infrastructure will be provided shows that it is a redistributive programme in relation to the pattern established by the apartheid economy. Services, skills, income possibilities and capacities for government and decision making are provided to people whom apartheid actively denied such resources.

This is a very fundamental point and one of the basic reasons why we believe a Reconstruction Accord to be necessary.

However, this process is also a protection for stable growth because it offers greater political stability through allowing the people the realities of reconstruction, it underpins democracy.

Such stability is also not in itself sufficient for the growth to be viable in the long run. Here the programme addresses three other areas:

- the impact of past and future growth on the environment.
- the ability of our economy to survive and trade in a rapidly changing world economy
- the mutual development of all Southern Africa economies.

All these factors need to be borne in mind when talking about economic growth. If any one of these - redistribution, the environment, the world economy or Southern Africa - is ignored or sacrificed in pursuit of economic growth then such growth will be short lived.

The programme aims to address the following key areas:

- 3.1 **Employment** - virtually all aspects of this Reconstruction Accord are aimed at employment creation. However, since this is a reconstruction programme it is accepted that there will be changes in employment patterns. By the year 2000 we should:

- be moving toward full employment
- upgrading the quality of all employment in terms of skill, conditions and income
- have active labour market policies to train, retrain and facilitate changing employment patterns

- 3.2 **Basic food supplies** - by 2000 we must have achieved a large enough surplus to all people that is cheaper, better quality and where the income to producers is spread more evenly.
- 3.3 **Manufacturing and Commerce** - at present these sectors are characterised by static or falling employment, high production process, export capacity. By 2000 these export capacity trends must be reversed.
- 3.4 **Exports and Imports** - at present the composition of and relation between exports and imports is an obstacle to rapid growth. Trade, industry and investment must loosen this bottleneck by 2000.
- 3.5 **Tourism** - a policy that encourages tourism will increase foreign exchange earnings, create employment in local communities and enhance our cultural heritage and diversity must be developed.
- 3.6 **Southern Africa** - we need to develop mutually beneficial trade relations and industrial policy relations with Southern Africa commencing talks now.

#### **4. Institutional Reform**

##### **4.1 Peace and Security:**

Socio-economic development is not possible in situations which are exposed to violence and insecurity. Immediate priority must be given to reviewing and restructuring those institutions - the courts, basic rights, the police and security forces - that are responsible for these areas in our society.

With peace and security we can proceed with socio-economic development which will act to consolidate that peace and security.

##### **4.2 Land Reform:**

An overall land reform in South Africa is essential in order to

- redress the abuses of racial and apartheid land seizure
- to effectively provide social infrastructure in urban and rural areas
- to restructure and make more effective small scale enterprises and agricultural production.

##### **4.3 Restructuring Government**

The apartheid state has to be restructured so that its racial divisions are replaced by a unitary state with regional, metropolitan and local government.



... The public sector must become dynamic and self-reliant programme

#### 4.1 Labour Market Institutions

Apartheid was based on discrimination, repression and the wasteful and cruel usage of our human resources. All these institutions must be restructured to

- ensure equity and transparency of rights in the labour market
- develop the human resource potential to its fullest
- put in place institutions that facilitate smooth and effective changes in employment patterns as our economy develops
- develop a position of employment security in the labour market
- build on an effective and equitable formal education system,

#### 4.5 Public Policy Making

In all areas of public policy we need to build and facilitate through legislative measures and by providing resources build new policy institutions. These institutions should:

- allow constituencies in civil society that are affected by a public policy to have a real measure of participation in the formulation and implementation of policy
- create a high degree of democratisation in all aspects of public life
- Such institutions will not deny democratically elected governments their constitutional rights to govern but will create an ongoing democratic interaction between government, the wider State and the citizens of the society

#### 4.6 Science and technology:

The revitalisation of our scientific and technological capacities is vital. We must reverse the neglect and stagnation left us by apartheid.

#### 4.7 Economic Policy Reform:

The retention of a high degree of macro-balance to avoid inflation should remain a priority. However, reforms are necessary in other areas to facilitate the success of this programme. The key areas are - fiscal policy, investment policy (including foreign investment) and trade policy.

## STAGE 2

How will these demands be achieved?

### Basic Social Infrastructure Housing:

- Land will be made available and affordable through a land reform which is dealt with under institutional reform
- The conditions under which the private sector will provide housing will be codified and made transparent
- A new investment instrument (a Housing bond) will be developed to finance low cost housing.
- A housing policy on location, type of housing, densification etc will be set out
- How the houses will be constructed ie. use of community skills, developing income in communities, training, consultation etc should be embodied in a framework agreement.
- A specific co-ordinated projects on low cost housing techniques should be developed as industry policy with a view toward future exports.

#### Electrification:

- A rationalisation of the distribution network will be carried out.
- A new pricing policy to be negotiated.
- The Electricity Council to be restructured.
- An audit of the electrification process to be carried out in order to:
  - \*assess local content capacity
  - \*identify R&D support required
  - \*to identify export products related to mass low cost electrification
  - \*to assess environmental clean-up costs
- The Southern African and Africa grid to be discussed and made apparent
- Develop an electrification agreement similar to labour based.

#### Water:

- Use the Labour Based agreement to underpin a major programme
- Do an audit of what would be required as for electricity
- Develop water security ideas
- Develop a pricing policy

-Build on the SANCO agreements with the financial institutions

-A small work team in MERG and linked to what is happening in NHF could develop this proposal

-Draw-up and negotiate a framework agreement similar to that in Labour Based Construction.

-Link in with ISP work in a more specific way

-Work to be done here urgently by ET

-Thus to be linked to reform and financing of local government

-Link with present process

-ISP, NUMSA & NUM to work on

-Link with present process

-Negotiate in present structures

-ISP

-Draught Forum.

-Will need to open negotiations also linked to financing and reform of local government

### Health Care:

- Ensure the provision of basic primary health care
- Provide the necessary training and health care facilities for this
- Rationalise and build where necessary hospitals within the existing health systems
- Co-ordinate and upgrade existing teaching hospitals

### Education:

- Do an audit of what facilities are needed and define the process of providing them. Again a framework agreement could be developed on school construction
- Ensure that schools are equipped with the capacity to teach science and computer science
- Do an audit on the provision of educational equipment as proposed elsewhere
- Ensure that the educational system is integrated with the approaches to adult education and the national training system

### Welfare and Community Services:

- Do an audit of what is required to provide this services
- Develop a system of providing these services in an effective and integrated way
- Do an audit as in other cases

### Transport:

- A road system to be upgraded and maintained using labour based construction methods
- A new integrated transportation system to be negotiated.

### Communication:

- This should be an integral part of the electrification programme.
- A careful audit of the equipment needed as a result of electrification and communication should be carried out.
- A programme of linking communication to education in rural areas should be developed

Also need to work closely with the various health groups and the network that developed primary health care proposals

- Discuss this with the ANC, NECC etc

- Develop a programme in this regard.

- Work with NEHAWU & SADTU on this

- Using existing material such as that produced by NEPL

- Work with other groups such as Grassroots

- Work with library services and museums

- Have a workshop on how this could be done

- Use Labour Based Framework Agreement

- Set up new forum or adopt any existing forum

- To be linked in Electronics Task Force

- Electronics Task Force

- Discussions with education organisations

#### Transport and Communications Network:

-Work must begin on upgrading and modernising an effective and fast transport and communication network in Southern Africa.

-This should be linked to the developments of Southern Africa.

-Science and technology policy will be linked to this

#### Environmental Protection:

-We must develop the infrastructure to be able to intervene and monitor environmental decay

-Legislative changes must be made to accommodate this

-An audit of the equipment needed for environmental clean-up should be undertaken.

-Develop research capacity

-Work with SADECC

-Work with science and technology groups and universities

-Work with environmental groups to develop these ideas

## Stable and Visible Economic Growth Employment.

"The successful defeat of the Reconstruction  
Act and we should begin to define more  
clearly what our targets here are. Basically  
there are these broad targets

"Ensuring that in the provision of basic social  
infrastructure that in the provision of basic  
social infrastructure we increase labour  
absorption by the use of framework  
agreements to facilitate labour based  
construction methods where possible

"that the restructuring of our industrial and  
commercial sectors leads to growth in total  
employment through a growing economy  
Within the tripartite structure dealing with  
with policy (see below) this will be an  
objective that can be monitored.

"employment stabilisation to be achieved by --

-industry policy that ensures that industries  
move in the same trends as the most  
competitive world producers so as to avoid the  
need for periodic large-scale adjustments and  
restructuring that makes a large number of  
jobs redundant in a short space of time

"employment security by ensuring an orderly  
change in employment patterns to be secured  
by

-a welfare net.

-training and retraining systems.

-regional and national institutions that can co-  
ordinate such changes

### Basic Food Supplies:

-This requires a land reform that will spread  
agricultural production amongst a wider  
spread of producers.

-Support must be given for quality production  
that is environmentally viable

-This should be linked to a restructuring of the  
role of marketing boards

-It will be linked to both transportation and  
electrification

-Continued development of framework  
agreements

-Co-ordination of industry policy proposals  
within unions and particularly Cosatu  
affiliates

-To be dealt with in trade policy, industry  
policy and investment policy

-Development of employment security funds

-Development of training and retraining  
systems

-Co-ordination of regional facilities

-Work with land commission

-Work with agricultural groups

-Work with ET and MERG projects

-Co-ordinate on these

## Manufacturing and Commerce

-The main area for negotiation during these rounds will be the NEP and the various industry task force

-Other industries should be encouraged to establish a tripartite forum and commence work on the audits proposed throughout this programme

### Exports and Imports:

-The proposed audits and industry policy structures will have as one of their major objectives the increase in exports but more importantly a change in the composition of exports towards more manufactured products

-A more effective support for the export of manufactured products will be built on

\*tripartite structures to negotiate more productive industries based on higher skills,

more R&D and revised set of incentives

\*a more effective science and technology policy to facilitate R&D

\*greater beneficiation of our mineral resources

\*more effective support to small and medium size business

-The approach to imports will be to begin revising our tariff policy by

-simplifying and rationalising the range of products offered different levels of tariff protection

-reducing the average level of protection and specific sectoral levels in a phase process that is linked to productivity improvements in the industry

-The above two approaches could along with economic growth increase imports. However, through the industry audits and the industry policy structures a concerted effort will be made to develop a competitive local production to replace imports

-However, even with the risen exports it is likely that we will have to seek both public and private foreign capital flows. This is dealt with in the reforms proposed under investment policy

-Better co-ordination needed in C-Plan

-Refinement of the terms of reference of the audit and what benefits it could bring

-Here we need to set-or more clearly the basis for our industry policy

-Develop the IDRC proposals more fully

-Develop ISP work

-Develop the Industrial District proposals

-ISP and MERG to spread the development of more detailed policy proposals

-Redirect MERG to give us more precise answers here See the Investment section

#### Tourism:

Tourism offers the prospect of earning increased foreign exchange through tourists expenditures in South Africa. However, it is only channelled with luxury hotels, resorts, casinos and big city projects its impact will be limited and it will both create social tensions and degrade our cultural heritage

-Accordingly the luxury hotels must be one component of tourism we must actively develop another redistributive component that  
\*opens community based eco-tourism which spread income into communities and which can be used to revive and enhance our cultural heritage

\*that empowers people through training, new skills and a knowledge and pride in our society.

\*that is based on quality service and networking and support systems that high tech and effective.

-Again an industry audit for tourism should be carried out. It should be borne in mind that tourists purchase a wide range of products if they are high quality and interesting. This also has a good impact on domestic production

#### Southern Africa:

-A pattern of economic development has to be developed for Southern Africa. Our objective should be to raise incomes throughout the area and avoid any country ending up as an underdeveloped labour pool.

-In all the areas of basic infrastructure and the economy we should have a Southern Africa perspective

-Here we need to do a lot of talking to rural groups to develop ideas. Programmes do exist to facilitate this in various areas. It is a place for innovative thoughts.

-We must place more emphasis both on COSATU and the affiliates in discussing socio-economic issues with Southern Africa unions.

-Concrete proposals should be developed now so that meaningful discussions can begin urgently in SADECC

# DRAFT: ELECTION MANIFESTO

Note: all targets set out below require further careful research and should be justifiable in terms of viable programmes. Where the promises are unrealistic, they should be framed in terms of programmes which aim at the desired result over a period of time.

## 1. Rights of citizenship and peace:

- 1.1 To offer SA citizenship to all those who have lived and or worked in SA since at least 1989; on condition that they have spent most of that time in SA including the TBVC and have not been involved in serious crimes. To immediately restore citizenship to those who lost it through the apartheid system.
- 1.2 We remain committed to the structured and intent of the National Peace Accord.
- 1.3 Strict action will be taken against armed criminal gangs.  
\*This shall include the universal control and removal of weapons. The conditions for licensing of firearms and for the transfer of licensed firearms will be made much tighter.  
\*A programme to remove all weapons, licensed and unlicensed, will be carried out over a period of time.
- 1.4 In order to achieve this, the police force will be delivering a social service. They must be a part of the social services working to deliver conditions which will prevent rather than only detect and punish crime. Its role is the proper and efficient protection of all citizens.  
The force will be open to full public scrutiny through the publication of reports, accounts and budgets, and through the election of a citizens oversight committee nationally, as well as an Ombudsman with special investigatory powers independent of the police and security forces.  
Funds for the police force will concentrate on the provision of community policing and not on security-related operations.  
The force will be required to comply fully with the Bill of Rights.
- 1.5 A programme to deracialise the prison service and the prisons, and a programme to rectify over-crowding will be initiated. This programme will also aim to limit as much as possible the operation



of prison gangs. Effective vocational training and ABE will be provided for all prisoners. No juveniles will be held in adult prisons.

2. Re-unite the people of SA and re-establish conditions for a safe and secure life.
  - \* Strict action will be taken against armed criminal gangs.
  - \* This shall include the universal control and removal of weapons. The conditions for licensing of firearms and for the transfer of licensed firearms will be made much tighter.
  - \* A programme to remove all weapons, licensed and unlicensed, will be carried out over a period of time.
  - \* In order to achieve this, the police force will be restructured. The police must come to see themselves as delivering a social service. They must be a part of the social services working to deliver conditions which will prevent rather than only detect and punish crime. Its role is the proper and efficient protection of all citizens.

The force will be open to full public scrutiny through the publication of reports, accounts and budgets, and through the election of a citizens' oversight committee nationally, as well as an Ombudsman with special investigatory powers independent of the police and security forces.

Funds for the police force will concentrate on the provision of community policing and not on security-related operations.

The force will be required to comply fully with the Bill of Rights.
3. A programme to deracialise the prison service and the prisons, and a programme to rectify over-crowding will be initiated. This programme will also aim to limit as much as possible the operation of prison gangs. Effective vocational training and ABE will be provided for all prisoners. No juveniles will be held in adult prisons.
4. A Bill of Rights will protect the individual and collective rights of all of the people. Everyone will be guaranteed protection against arbitrary arrest or harassment.
5. The death penalty will be scrapped.

**No discrimination:** Discrimination in employment or the provision of any facilities or services by the State or the private sector on the grounds of race, gender, homosexuality, religion, trade union membership or beliefs will be illegal.

**Gender:** The State will provide programmes and will encourage similar programmes in the private sector to encourage gender equality in education, training, careers and employment.

**The rights of workers and of organisations of civil society**

2. A new legal framework will be developed to give equal rights to capital and labour in industry, commerce, services, agriculture and mining. This will include a review of all laws affecting workers, consumers and the poor.
3. The right to strike without dismissal will be incorporated in the basic law and the Bill of Rights.
4. The right to organise will be incorporated in the Bill of Rights.
5. The right to publish will be incorporated in the Bill of Rights.
6. The right of workers to form and join trade unions and to organise without victimisation or discrimination will be protected in the Bill of Rights.
7. The right of trade unions to have access to their members and to hold mass meetings will be protected in the Bill of Rights. The right to hold mass meetings in the workplace will be protected in the law.
8. Increase the rights of workers and of civil society in general:
  - \* Reform the processes for policy making in national, regional and local government to give a major role to organisations of civil society and to make the processes open, public and transparent;
  - \* Give reasonable access to public funds to these organisations where it is necessary to allow them to fulfill the above roles, and hold them strictly accountable for these funds.

## **Democratisation of the economy**

### **1. Restructuring of Institutions:**

The economic life of South Africa is strongly influenced by institutions which are at present controlled by only one group in our society for their own interests. All the relevant statutory bodies must be restructured to reflect the representation and interests of all groups. These include for instance:

SA Reserve Bank; the Development Bank; the Electricity Council; the Industrial Court; the research councils; the Board of Tariffs and Trade; the Industrial Development Corporation; the Central Energy Fund; the boards of SATS, Telkom, the Post Office, SAA; and other such bodies.

### **2. Changing the Law:**

Anti-trust law must be strengthened to break the unreasonable political and economic power of the very large corporations which block democratisation of the economy. This will also allow SA's businesses and investment to be more productive and efficient.

Consumer law and company law must be changed to give better protection to consumers and workers.

### **3. Natural Resources:**

Natural resources will belong to the State, and will be leased to companies, cooperatives or individuals for use or exploitation in line with developmental, environmental and policy guidelines to be laid down. The State will be responsible to ensure the protection and correct use of natural resources.

If very large monopoly holdings of natural resources mean that they are not properly used or available for the socio-economic development of the people, the State will ensure that they are released for use. The State will as far as possible ensure that wilderness areas are maintained.

4. Civil service:

The civil service must be restructured to:

remove racism and corruption, and to make the civil service more efficient in providing a service to the community.

The attitude of the civil service must change, to ensure that its main role is to provide a good service to the public, with full accountability and transparency. It is not there to dominate and dictate to the people.  
government spending.

5. Government Spending

A tax commission including all major interest groups in SA will be set up immediately to completely review the tax system and make it more equitable and more efficient. The heavy burden of tax on the poor and the low paid must be removed.

An independent Fiscal Commission including all major interest groups will be established alongside Parliament to oversee all government spending.

The Budget will be a public document and will be developed through a process of public and transparent debate. In particular, the government will be very strongly guided by the proposals of the multi-parity negotiation forums (such as the National Housing Forum and the National Education Forum) in making allocations in the budget.

All government spending must be properly managed and audited to ensure that it is efficient.

Buying service in the civil service pension fund has placed an unbearable strain on the fund. Payments will be refunded and the bought back service cancelled.

Companies and individuals who have corruptly benefited from government funds will be required to repay those funds and will be prosecuted.

6. The Public Sector:

Publicly owned companies which have been privatised since 1988 will be re-nationalised, with compensation payable over a period and in an amount determined by the government to accommodate its financial requirements.

The major para-statal corporation, such as Eskom, represent a huge investment of public funds. They must be developed in such a way that they are economically viable but also contribute to the economic development of the country and the Southern African region.

7. Democratisation of the Financial Sector:

The new government will support the establishment of a Reconstruction Bank, to be controlled by the mass organisations of civil society, especially civics and unions, to make finance available for development projects, sustainable

8. The Environment:

SA will concentrate on the development of industry, agriculture, mining and urbanisation in an environmentally sustainable manner, and will impose high environmental standards as a way of encouraging the development of exports and of improving the health of the people.

9. The Southern African Region:

Development projects will as far as possible be carried out in a cooperative manner with other countries in the region, in order to develop the infra-structure, industrial capacity and standard of living of all.

Provision of services to the people

1. Immediately initiate a housing programme to provide affordable housing to all: provide at least (1 million) housing units by 1999 and a further (1,5 million) by 2004. Housing should be provided near to the place of work, to reverse the apartheid programme of isolating people far from the major urban areas and to bring people closer to where facilities and services can be easily provided.
2. Initiate a programme to provide affordable electricity or alternative convenient, affordable energy source for all households: to be completed by 1999.
3. Initiate a major programme of infra-structure development to ensure communities have access to adequate schools, health services, shops, postal services, telephones, water, and transport.
4. Reform the transport system to eliminate corruption, inefficiency and gangsterism and provide an efficient, adequate, safe and affordable service to communities.
5. The government will move to rebuild a National Health Service and reverse the trend towards private medicine. The NHS will be managed efficiently with full cost accounting. The NHS will aim to provide a quality health service to all. The cost of this service will be paid for by means of a National Health Insurance. The unemployed, the young and the elderly will obtain full health benefits without cost.

Abortion will be provided on demand by State clinics for a period of 20 weeks after conception.

The government will discourage the purchase by private institutions of very costly capital equipment, which will instead be located in the NHS. It will be available to private patients at a suitable rate.

The administration fees and profits of Medical Aid Societies will be required to be widely published.

An end to poverty and unemployment

1. The new government will prioritize the fight against poverty.

Short term:

- \* reform the present system of poverty relief to give it a clear direction and eliminate waste and corruption;
- \* initiate a programme of public works to provide jobs and infra-structure in communities;
- \* remove tax on food and basic services;
- \* subsidize the price of basic foods and act to bring down food prices in general.
- \* Immediately equalise and improve pension benefits for the elderly and those unable to work through disability, and improve the delivery of these pensions.

#### Long term:

\* It is recognised that most employment will be created by providing services for the people of SA (such as health services) and services for export earning (such as tourism). The wealth to pay for the improved social services will be created by encouraging employment security and the creation of wealth for all our people by the development of manufacturing, agriculture and distribution. This will be done by facilitating effective industrial policies based on the development of solid national and regional markets as a base for increasing exports. It should be done mainly by means of spending on infra-structure development, especially housing and electricity. These industrial policies should emphasize skill development, development of resources in communities, reorganisation of production, development of research, design and technology resources for both large and small businesses, and active labour market institutions. Manufacturing will move towards the development of high value added products as its main emphasis.

#### Rights to education and multi-culturalism:

#### The development of the human resources of our country after the devastation of apartheid will be a priority.

1. Schools will be encouraged to teach multi-culturalism, and will seek to build unity through diversity, not by forcing a uni-culturalism.
2. Universal compulsory education will be provided in English and home languages for all children for (7) years.
3. Education facilities which have been privatised will be re-nationalised. The structures, facilities and content of education will be deracialised immediately. As a first step, all existing school buildings and equipment will be protected and restored where there is serious damage or loss. As far as possible, local public works programmes will be used to carry out renovation.  
A programme to ensure equal access to secondary and tertiary education by 1999 will be initiated.
4. The rights of teachers and their unions, and of parents and students, will be developed.
5. Because more than 50% of the industrial workforce is illiterate, it is not possible to easily improve productivity. The National Training Board will be required to ensure that all industries including agriculture, mining and the distributive trade, establish Industry Training Boards which must ensure that:
  - \* All workers have access to modular technical training and Adult Basic Education.

- Such training leads to certificates which are valid across the industry and across industries.
- All workers receive literacy and numeracy training in working time.
- All workers have a guaranteed right to paid time off for training during every year.
- Workers are paid for skills acquired.

## Land

1. The main aim of land policy will be to ensure that enough food is grown in an environmentally sustainable manner for all the people of SA.
2. Land will be restored to communities which were dispossessed by apartheid. Those who now own the land will be compensated at a rate to be determined by the government in accordance with its financial priorities.  
There will also be distribution of land to those who oppressed and who undertake to farm it.
3. Agricultural research, extension services and marketing, will be improved, especially for small and medium farmers.
4. The State will encourage the formation of cooperatives of small private farmers.
5. The focus of the Land Bank will change to encourage efficient farming by both large and small farmers.

## RESOLUTION :4

### Resolution : Amendments on the Reconstruction Accord

1. Additions to the Pillars of the Accord:
  - 1.1) Land for re-distribution , housing and protect our natural resources
  - 1.2) Environment protection of the working and living environment
  - 1.3) Poverty to alleviate rural and urban poverty
  - 1.4) under the Pillar of Human Development put forward a wage strategy to cover all workers
  - 1.5) under Pillar of the Social Wage we should add:
    - i) the pensionable age to be 55, however the person should still have the right to work and be entitled to see benefits.
    - ii) equal payment of pensions to males and females
    - iii) unemployment, social benefit fund be formulated
- 2) under Rights we should add:
  - i) the right to employment
- 3) "Towards a democratically planned economy".
  - 3.1 Nationalisation (without compensation) of the leading heights of the economy.
  - 3.2 Fulfil the objective of providing basic goods and services to all by bringing under public control ESKOM, public transport, the Post Office and Telcom, State Forests, Muninicipal services, water, education, ISCOR, Roads, and health (as in the policy adopted by the COSATU Economic Policy Conference 27 to 29 March 1992)

3.3 Strategic nationalisation in order to fulfill the following objectives:

- \*To stimulate growth both nationally and within industries
- \*To enable the working class to take control of the strategic direction of the economy.
- \*To enlarge the resources available to a future democratic state (as in the policy adopted by the COSATU Economic Policy Conference 27 to 29 March 1992).



## RESOLUTION 5

### RESOLUTION 5: GLOBALISATION AND RESTRUCTURING

1. That the bottom line to be as the working class is that any restructuring must have as its primary objective the empowerment of the working people through higher skills, job security, creation of new job opportunities, technological innovations appropriate to our needs and a sustainable environment.
2. Any investment must comply with South African labour legislation "labour standards whether it be by a multinational or through EPZ and be directed towards meeting those social needs. To this end, we must take control of the workers' monies in the form of Pension and Provident Funds to ensure that they are invested in projects that:
  - a) sustain the performance of these Funds.
  - b) are directed towards meeting our social needs such as job creation, better labour standards etc.
  - c) sustain the environment i.e. socially desirable investment.
3. That the democratic state should play an important role through strategic nationalisation, anti-trust laws and various economic instruments at its disposal to ensure that restructuring and investment direction meet the above needs.
4. That the Union will embark on a massive capacity building programme for shopstewards and organisers to be able to meet these challenges.
5. While we accept that in the context of "free trade", we may have to deal with institutions such as the International Monetary Fund (IMF) and the World Bank, we must resist any attempt by these institutions to dictate or shape the restructuring and investment agenda.
6. That the extent to which we manage to achieve the above will depend on the unity of the working class internationally. We must establish worker to worker contact. COSATU should therefore play an important role in uniting the working class internationally and in engaging international institutions such as GATT and others. We should campaign for social clauses to be adopted by GATT.
7. To re-affirm our affiliation to both the International Metalworkers Federation (IMF) and ICEF. Our relationship with them should go beyond financial assistance by them and instead should be based on a practical programme around economic restructuring with shared information on

multinationals, shared aims, shared resources and shared action. We must develop Global Bargaining in some sectors and co-ordinate strategies if Unions organising multinationals.

8. We must develop our links with the ILO.



## Resolution : 6

### Resolution : Empowering Workers

This resolution deals with worker empowerment through education and training, strengthening the position of worker leadership in constitutional meetings and dealing more effectively with gender issues.

This Congress Resolves the following:

1. That Numsa should develop a clear and coherent education and training programme for its leadership.
2. That Numsa develop a clear programme for the popularisation of and education on Numsa that reaches our membership. This would be based on:
  - 2.1 A popular based Newspaper that uses simple language and is written in the different languages common in Numsa.
  - 2.2 The use of radio and television as part of our education and the popularisation of Numsa issues. However this should not substitute for proper report-backs at factories, locals and regions. Worker leadership must be trained in radio/TV at local, regional and national levels.
  - 2.3 Renewed efforts to implement factory based education.
  - 2.4 The use of surveys to ascertain the concerns of membership.
  - 2.5 The combination of formal, informal and adult basic education to overcome illiteracy, semi-literacy and low levels of numeracy. These programmes must lead to the empowerment of workers .
3. That we must greatly increase education and training on our New Collective Bargaining Strategy which involves industry restructuring. This requires detailed knowledge of each sector and industry. This must involve:
  - 3.1 The training of shop stewards to negotiate around these new issues. This training must be in addition to the existing education programme.
  - 3.2 The training of organisers and worker leaders to be experts in specific sectors and or industries
4. That the Numsa education and training programme should cover and link in with economic and political developments in the country so that the leadership are able to make interventions in these developments.

5. That there must be an active programme of study tours to and contact with other union movements so as to understand their position in the world and to understand and learn from their experience of economic and industry restructuring.
6. Numsa and Cosatu to develop a campaign for shop stewards to receive paid time-off to attend training and education provided by the union and associated organisations. This must particularly apply to the New Collective Bargaining Strategy.
7. That there must be an active programme to increase worker participation in the union and particularly to address gender issues. This should include:
  - 7.1 A commitment to fight all forms of harassment and discrimination against women in all spheres of life including the union structures.
  - 7.2 That the union negotiate an affirmative action programme with employers that will ensure this.
    - 7.2.1 That there are adult basic education classes and the necessary infrastructure both in the workplace and in the communities to benefit the entire working class and particular disadvantaged sectors such as, women, unemployed and the marginalised youth.
    - 7.2.2 That there is employment equity.
    - 7.2.3 That more women are trained in specialised fields including apprenticeship in order to combat gender ghettoisation.
    - 7.2.4 That unfair taxation of women is ended.
  - 7.3 The fight to ensure appropriate legislation, including a Bill of Rights, to empower women to make decisions about themselves.
  - 7.4 Ensuring that women are part of policy formulation both in the union and society at large.
8. That Cosatu leadership programmes should be developed and leadership of various affiliates be made to interact and debate issues in order to develop common understanding and a common perspective when approaching issues that confront workers as a whole.

## RESOLUTION 7

### RESOLUTION :INTERNATIONAL WORKERS SOLIDARITY

The congress resolved that:

1. The points contained in the Composite Resolutions on International Workers Solidarity with the exception of point 10 will be referred to the Central Committee for further discussion.
2. Cosatu must consider affiliating to the ICFTU and in doing so it must take into account the following principles that should apply to an international confederation.
  - i. It should not destabilise the labour movement worldwide.
  - ii. Stop funding or supporting regimes with no democratic rights, in particular Trade Union rights.
  - iii. Should support emerging democratic unions in developing countries.
  - iv. Commit itself to the programme of solidarity action and of furthering workers interests in international institutions.
  - v. Respect the mandates of affiliates.
  - vi. Commit itself to a programme of international unity including talks with WFTU.
  - vii. Ideological inclination should not be a consideration before affiliation is accepted.

## **Resolution: Political Democracy**

This Congress resolves that:

### **1. In regard to Numsa Political Policy**

- 1.1 That the Central Committee decision in regard to Membership of Political Parties be adopted by this Congress.
- 1.2 That Numsa as an organisation would encourage its members to support the ANC in the coming elections.

### **2. In regard to Cosatu**

- 2.1 Cosatu should remain independent of the political parties or government both now and in the post-apartheid State.
- 2.2 Cosatu must intensify efforts to strengthen its structures and develop its leadership in order to ensure it has a strong support base.

### **3. In regard to the workings of the Alliance**

- 3.1 The workings of the Alliance need to be improved by strengthening the local and regional Alliance structures so that decisions can be taken involving members and lower structures and not only a top down process of decision making.
- 3.2 The Alliance should establish a report back process and establish a mandating process. The reportback should start at a national level and go down to all levels. The mandating process should start from bottom structures to the national level. This process should be done within a specific time period.

### **4. In regard to Political Negotiations**

- 4.1 Numsa should conduct regular discussions Locally, Regionally and Nationally wherein positions pertaining to the political negotiations should be adopted. These positions should reflect the interests of our members and through Cosatu we should influence the positions of the Alliance.

- 4.2 Numsa should influence to Cosatu that it conduct the same discussion in its structures. In addition forums should be held for the leadership of affiliates in order to give them opportunities to air views and disseminate information.
- 4.3 All political negotiation processes, whether bilateral or multilateral, should be publicised in a simplified form in order to serve the best interests of the South African people. This process should not be delayed in order to frustrate the masses on the ground.
- 4.4 Cosatu must mobilise its masses and gear them up for consistent actions so as to force negotiations to reflect mass interests. Cosatu should have a clear programme of action and adhere to it till our objective is achieved. It is important that the Alliance put a time frame to negotiations since the regime is using other measures to retain power and weaken our position.
- 4.5 We must rebuild our mass struggle around all our present demands.

## 5. In regard to Power Sharing

- 5.1 We commit ourselves to majority rule; we therefore reject any constitutional arrangements which will impose any form of multi-party government on a party which has won a majority in the Constituent Assembly/Parliament; we also reject any arrangement that will give any minority the power to veto majority positions.
- 5.2 That a conference is urgently convened of all mass formations to decide on and to agree on a programme of struggle. This national Conference must be preceded by local and Regional Conferences.

## 6. In regard to Violence

That:

- 6.1. We support the activities of the National Peace Accord
- 6.2. The National Peace Accord should be restructured with mechanisms that reinforce its powers and - to make it more representative e.g. to include all TBVC states
- that it be supported by an International Peace Force

Keeping

*6.3 we recommit ourselves to organise our self defence*

## 7. In regard to Elections for a Constituent Assembly

- 7.1 We must now progress directly to elections for a Sovereign Constituent Assembly.
- 7.2 Numsa and Cosatu should establish a steering committee that will determine and oversee the election campaign.
- 7.3 We must establish a Voter Education Committee and a Political Campaign Programme in conjunction with other progressive forces. These committees must be empowered and trained so that they can educate members on the ground.
- 7.4 Technical committees including Cosatu, Sanco and organs of civil society must be established to oversee the polling stations.

#### **8. In regard to candidates for the Constituent Assembly Election**

- 8.1 Candidates both from Numsa and Cosatu on ANC list must be seconded for a duration of Constituent Assembly once the drafting of the Constitution has been finalised, the Candidates be given their right to choose whether they come back to the Union or not.
- 8.2 Candidates who stand for elections to the Constituent Assembly must:
  - 8.2.1 have a good record of defending and advancing workers' rights and working class interests.
  - 8.2.2 reflect the rural, urban and colour make-up of our community.
  - 8.2.3 be accountable and stick to mandates.

#### **9. In regard to the Workers Charter**

- 9.1 We reaffirm the 1991 Congress resolution that called for a Workers Summit to adopt the Workers Charter. This has not happened.
- 9.2 Therefore, a Workers' Summit should be called prior to the Constituent Assembly to adopt the Workers Charter aimed at uniting all workers interested.
- 9.3 Workers' Rights must be entrenched in the Constitution.

#### **10. In regard to Socialism**



- 10.1 Endorse the resolution adopted by the Numsa Third National Congress save for the deletion of "democratic" in point 1 of the believing part.
- 10.2 Cosatu must implement point 6 of this Resolution.
- 10.3 Implement the 1991 resolution on the Unity of the Left. The Left was defined as those organisations with a programme reflecting the following:
- commitment to control of means of production by the working class for the benefit of society as a whole
  - democracy
  - internationalism
  - anti-imperialism
  - non-racialism
- 10.4 Once an Interim Government of National Unity is established and the ANC is part of it, we should not have a formal alliance with the ANC. We should deal with the ANC as part of the Government of the day through engagement in forums such as NEF, NMC etc.

## NUMSA DRAFT RE CONSTRUCTION ACCORD AND STRATEGIC PAPER

In terms of the NEC decision the election manifesto, strategy paper and reconstruction accord had to be further developed for discussion in the CC 12 - 14 March.

The sub-committee previously elected to look at policy issues met on Tuesday 2nd March to discuss the issue.

The following documents are being circulated urgently today 4th March to Regions before the CC. This is being done because the documents could be used in the COSATU CEC Workshop as working documents. It will be made clear that these are working documents in NUMSA to be considered in the NUMSA CC.

However, it was felt that by doing this we could assist COSATU to move rapidly on this issue.

The documents are:

1. The role and structure of the Reconstruction Accord and Election Manifesto.
2. The Process for the Development of the Reconstruction Accord and the Election Manifesto.
3. The Draft Reconstruction Accord.
4. The Draft Election Manifesto.
5. The Draft Strategy Position.
  - Summary
  - Full Text (to follow in CC documentation).

## ROLE AND STRUCTURE OF THE RECONSTRUCTION ACCORD AND THE ELECTION MANIFESTO

1993 March 2

1. The main aim of COSATU is to democratise the economy and to ensure that rights are guaranteed for the working class in both the political and the socio-economic fields.
2. The **reconstruction accord** forms a set of guidelines for democratisation of the economy.
3. It does not stand alone: it goes together with other documents, such as our strategy programme and the election manifesto.
4. **Structure of the Reconstruction Accord.**

This has five stages:

- Stage 1:** Write down and elaborate the main aims and demands of the reconstruction programme: e.g. affordable housing for all by the year 2005; affordable energy for all by the year 2000. (see pages 1-5 of the draft Reconstruction Accord).
- Stage 2:** What needs to be done to achieve each of these aims? For example, in an electrification programme there will have to be restructuring of the electricity distribution industry; development of technology and standards; human resources policies; financing and tariffs policies; environmental policy; provision of high quality and affordable end-user equipment. (See the draft Reconstruction Accord where this is set out).
- Stage 3:** The steps and timetables for each of these: that is, dividing what has to be done into projects with clear targets and who we need to interact with in doing this (a first outline of this is set out in column 2 of the draft Accord)

**Stage 4:** Development of the content of each step, including costing: e.g. of a financing and tariff policy for electricity provision.

**Stage 5:** What has to be done by each player to achieve these steps and projects?

5. **Process of the accord:**

The development of especially Stages 2-5 must be fully integrated with the development of strategy and negotiations in the issue-based forums (e.g. the NHF; the NELF; the regional development forums; the industrial strategy forum; the living wage committee).

The socio-economic task force of COSATU, reporting to the Exco, should ensure proper coordination of the process.

6. **The Election Manifesto:**

This has two goals:

- \* To persuade people to vote for the Alliance, on the basis that the Alliance offers policies which will satisfy the needs of all our people for basic goods and services and for nonracial democracy and peace.
- \* To commit civil society and the ANC to a reconstruction programme.

The manifesto therefore contains the points written down in stage 1 of the Reconstruction Accord: that is, the main aims and demands of the accord.

In addition, it contains issues of a political and legal nature.

## THE PROCESS FOR THE DEVELOPMENT OF THE RECONSTRUCTION ACCORD AND THE ELECTION MANIFESTO

1993 March 2

1. COSATU CEC approves the outline of the documents: 6 March 1993.
2. CEC establishes a **drafting committee** to write a first draft of both documents. The first draft of the Reconstruction Accord covers **Stages 1 and 2** mainly, and deals with some of the major principles to be used in stages 3 and 4. The Election Manifesto is as set out above. This committee to report to the Exco, but **must liaise with and form part of the development of strategy for the multi-partite forums** now taking place through the Socio-Economic Task Force of COSATU.
3. These first drafts to be used as a basis for discussion with other organisations of civil society, especially **SANCO**.
4. Joint drafting committee of COSATU, SANCO and other organisations to be established to prepare second drafts for circulation to organisations and discussion with their membership and with the ANC.
5. Conference of civil society and the ANC to discuss and approve reconstruction accord and election manifesto: aim for 1 May.
6. Signing of accord and election manifesto by all organisations present at the Conference.
7. Circulation of the documents to other organisations and discussion with them to see if they wish to sign without changes to the documents.

**Election manifesto now widely published and used in the election campaign.**

8. Process continues to draft more detailed sections of the reconstruction accord, dealing with steps, timetables, targets, costs and economic balances, etc. (That is, stages 3, 4 and 5). This to be done by liaison with the issue based forums and the NEF, and to form part of the strategy development of the Socio-Economic Task Force. Results of discussions in the forums to be incorporated if this is deemed to be desirable.

Target for completion of a more detailed programme for the accord:  
November 1993.

9. Process of developing the accord continues into 1994 and probably 1995.

## STAGE 1

### The Reconstruction Accord

#### Preamble

Led by our country's liberation movements the struggle against the evils of racism and apartheid has been long and costly. Critical to the success of this struggle has been the role played by ordinary people in their communities, civics, trade unions, rural organisations, present-teacher-students associations, churches, women organisations, youth organisations and other organs of civil society.

It is these people who have suffered most from apartheid and it is those people who stand to gain or loose most as we rebuild our society.

This Reconstruction Accord stems from the firm belief that having been part of the struggle to defeat apartheid these some organs should be part of the reconstruction of our society that will forever eradicate the legacy of apartheid.

It is our further belief that the mass participation of our peoples in this exercise will deepen, strengthen and defend democracy and reconciliation in our society. It is not only the objectives we set ourselves that are important but how we achieve those objectives that will ensure a prosperous, stable and just society in future.

#### 1. Principle Objectives

There are four principle objectives of this Reconstruction Accord:

- 1.1 To provide basic social infrastructure to all of South Africa's people by the end of this century.
- 1.2 To carry out a policy and institutional reform that will lead to stable and environmentally sound economic growth with a rising standard of living for all.
- 1.3 To ensure that we develop mutually beneficial socio-economic relations within Southern Africa and Africa as a whole.
- 1.4 To carry out the above objectives through a process of democratic participation and the establishment of rights that will remove all forms of discrimination by race, sex or creed and that will ensure that

all persons - in particular women, youth and rural peoples - benefit from socio-economic reconstruction.

## **2. Basic Social Infrastructure**

The following would be our objectives in the provision of basic social infrastructure for our society:

- 2.1 **Housing** - every South African will have access to a home that is a reasonable standard, affordable to that persons circumstances and where tenancy of property rights are transparent and protected in low. We should achieve this target by the end of this century.
- 2.2 **Electricity** - every household, be it urban or rural shall have access to affordable electricity and such electricity should also be available to small scale production and commercial activities in urban and rural areas. Again the target should be 2000.
- 2.3 **Water** - all homes should have access to running water from a clean and environmentally sound source. the target should be 2000. A Southern Africa water security system should be developed by 2010.
- 2.4 **Health Care** - the basic facilities in the form of hospitals and the infrastructure for a primary health care system must be in place by 2000.
- 2.5 **Education** - the basic facilities for primary, secondary, tertiary, vocational and adult basic education must be in place by 2000.
- 2.6 **Welfare and Community Services** - all communities must have access to facilities for child care, care of the aged and disabled, library and recreation by 2000.
- 2.7 **Transport** - a basic system of usable, all weather roads should be in place by 2000. An integrated and effective public and private transportation system should be developed by 2000.
- 2.8 **Communication** - all houses and enterprises should have access to telephones radio and television by 2000.
- 2.9 **A modern effective and rapid transportation and communication network** should be in place in Southern Africa by 2010.



- 2.10 Environmental Protection - effective legislative and policing mechanisms for the protection of the environment should be introduced and an environmental clean-up programme commenced with significant achievement targeted for the year 2000.

### 3. Stable and Viable Economic Growth

Central to the programme set out in this Reconstruction Accord is the objective of successfully combining the provision of the basic needs of our people with the development of an economy capable of stable and viable growth.

A careful examination of how basic social infrastructure will be provided shows that it is a redistributive programme in relation to the pattern established by the apartheid economy. Services, skills, income possibilities and capacities for government and decision making are provided to people whom apartheid actively denied such resources.

This is a very fundamental point and one of the basic reasons why we believe a reconstruction accord to be necessary.

However, this process is also a protection for stable growth because it offers greater political stability through allowing the people the realities of reconstruction, it underpin democracy.

Such stability is also not in itself sufficient for the growth to be viable in the long run. Here the programme addresses three other areas:

- the impact of past and future growth on the environment.
- the ability of our economy to survive and trade in a rapidly changing world economy
- the mutual development of all Southern Africa economies.

All these factors need to be borne in mind when talking about economic growth. If any one of these - redistribution, the environment, the world economy or Southern Africa - is ignored or sacrificed in economic growth then such growth will be short lived.

The programme aims to address the following key areas:

- 3.1 Employment - virtually all aspects of this Reconstruction Accord are aimed at employment creation. However, since this is a reconstruction

programme it is accepted that there will be changes in employment patterns. By the year 2000 we should:

- be moving toward full employment
- upgrading the quality of all employment in terms of skill, conditions and income
- have active labour market policies to train, retrain and facilitate changing employment patterns.

- 2/2/93  
Mansel
- 3.2 Basic food supplies - by 2000 we must have achieved a large supply of food to all people that is clearer, better quality and where the income to procedures is spread more evenly.
  - 3.3 Manufacturing and Commerce - at present those sectors are characterised by static or falling employment, high product process, export capacity. By 2000 these export capacity. trends must be reversed.
  - 3.4 Exports and Imports - at present the composition of and relation between exports and imports is an obstacle to rapid growth. Trade industry and investment must loosen this bottleneck by 2000.
  - 3.5 Tourism - a policy that means tourism will increase foreign exchange earnings, create employment in local communities and enhance our cultural heritage and diversity must be developed.
  - 3.6 Southern Africa - we need to develop mutually beneficial trade relations and industrial policy relations with Southern Africa commencing talks now.

#### 4. Institutional Reform

##### 4.1 Peace and Security:

Socio-economic development is not possible are exposed to violence and insecurity. Immediate priority must be given to reviewing and restructuring those institutions - the courts, basic rights, the police and security forces - that are responsible for those areas in our society.

With peace and security we can proceed with socio-economic development which will act to consolidate that peace and security.

##### 4.2 Land Reform:

An overall land reform in South Africa is essential in order to:

- redress the abuses of racial and apartheid land seizure
- to effectively provide social infrastructure in urban and rural areas
- to restructure and make more effective small scale enterprises and agricultural production.

#### 4.3 Restructuring Government

The apartheid state has to be restructured so that its racial divisions are replaced by a unitary state with regional, metropolitan and local government functions within that unitary state. The public sector must actively facilitate and guide this programme.

#### 4.4 Labour Market Institutions

Apartheid was based on discrimination, repression and the wasteful and cruel usage of our human resources. All this institutions must be restructured to:

- ensure equity and transparency of rights in the labour market.
- develop the human resource potential to its fullest.
- put in place institutions that facilitate smooth and effective changes in employment patterns as our economy develops.
- develop a position of employment security in the labour market.
- build on an effective and equitable formal education system.

#### 4.5 Public Policy Making

In all areas of public policy we need to build and facilitate through legislative measures and by providing resources now policy institutions. These institutions should:

- allow constituencies in civil society that are effected by a public policy to have a real measure of participation in the formulation and implementation of policy.
- create a high degree of democratisation in all aspects of public life.
- Such institutions will not deny democratically elected governments their constitutional rights to govern but will create

an ongoing democratic interaction between government, the wider State and the citizens of the society.

#### 4.6 Science and technology:

The revitalisation of our scientific and technological capacities is vital. We must reverse the neglect and stagnation left us by apartheid.

#### 4.7 Economic Policy Reform:

The retention of a high degree of macro-balance to avoid inflation should remain a priority. However, reforms are necessary in other areas to facilitate the success of this programme. The key areas are:- fiscal policy, investment policy (including foreign investment) and trade policy.

## STAGE 2

### How will these demands be achieved?

#### Basic Social Infrastructure

##### Housing:

- Land will be made available and affordable through a land reform which is dealt with under institutional reform.
- The conditions under which the private sector will provide housing will be codified and made transparent.
- A new investment instrument (a housing bond) will be developed to finance low cost housing.
- A housing policy on location, type of housing, densification etc will be set out.
- How the houses will be constructed ie. use of community skills, developing income in communities, training, consultation etc should be embodied in a framework agreement.
- A specific co-ordinated projects on low cost housing techniques should be developed as industry policy with a view toward future exports.

##### Electrification:

- A rationalisation of the distribution network will be carried out.
- A new pricing policy to be negotiated.
- The Electricity Council to be restructured.
- An audit of the electrification process to be carried out in order to:
  - \*assess local content capacity
  - \*identify R&D support required
  - \*to identify export products related to mass. low cost electrification
  - \*to assess environmental clean-up costs.
- The Southern African and Africa grid to be discussed and made apparent.
- Develop an electrification agreement similar to labour based.

##### Water:

- Use the Labour Based agreement to underpin a major programme.
- Do an audit of what would be required as for electricity.
- Develop water security ideas.
- Develop a pricing policy.

-Build on the SANCO agreements with the financial institutions

-A small work team in MERG and linked to what is happening in NHF could develop this proposal.

-Draw-up and negotiate a framework agreement similar to that in Labour Based Construction.

-Link in with ISP work in a more specific way.

-Work to be done here urgently by ET

-This to be linked to reform and financing of local government.

-Link with present process

-ISP, NUMSA & NUM to work on.

-Link with present process.

-Negotiate in present structures.

-ISP.

-Draught Forum.

-Will need to open negotiations also linked to financing and reform of local government.

**Health care:**

- Ensure the provision of basic primary health care.
- Provide both the necessary training and health care facilities for this.
- Rationalise and build where necessary hospitals within the existing health systems.
- Co-ordinate and upgrade existing teaching hospitals.

**Education:**

- Do an audit of what facilities are needed and define the process of providing them. Again a framework agreement could be developed on school construction.
- Ensure that schools are equipped with the capacity to teach science and computer literacy.
- Do an audit on the provision of educational equipment as proposed elsewhere.
- Ensure that the educational system is integrated with the approaches to adult education and the national training system.

**Welfare and Community Services:**

- Do an audit of what is required to provide this services.
- Develop a system of providing these services in an effective and integrated way.
- Do an audit as in other cases.

**Transport:**

- A road system to be upgraded and maintained using labour based construction methods.
- A new integrated transportation system to be negotiated.

**Communication:**

- This should be an integral part of the electrification programme.
- A careful audit of the equipment needed as a result of electrification and communication should be carried out.
- A programme of linking communication to education in rural areas should be

- We need to work closely with the various health groups and the network that developed primary health care proposals.

- Discuss this with the ANC, NECC etc.

- Develop a programme in this regard.

- Work with NEHAWU & SADTU on this.

- Using existing material such as that produced by NEPI.

- Work with other groups such as Grassroots.

- Work with library services and museums.

- Have a workshop on how this could be done.

- Use Labour Based Framework Agreement.

- Set up new forum or adopt any existing forum.

- To be linked in Electronics Task Force.

- Electronics Task Force.

- Discussions with education organisations.

### **Transport and Communications**

#### **Network:**

- Work must begin an upgrading and modernising an effective and fast transport and communication network in Southern Africa.
- This should be linked to the developments of Southern Africa.
- Science and technology policy will be linked to this.

#### **Environmental Protection:**

- We must develop the infrastructure to be able to intervene and monitor environmental decay.
- Legislative changes must be made to accommodate this.
- An audit of the equipment needed for environmental clean-up should be undertaken.

-Develop research capacity.

-Work with SADECC.

-Work with science and technology groups and universities.

-Work with environmental groups to develop these ideas.

**Stable and Viable Economic Growth  
Employment:**

-This is a critical aspect of the Reconstruction Accord and we should begin to define more clearly what our targets here are. Basically there are these broad targets

\*ensuring that in the provision of basic social infrastructure that in the provision of basic social infrastructure we increase labour absorption by the use of framework agreements to facilitate labour based construction methods where possible.

\*that the restructuring of our industrial and commercial sectors leads to growth in total employment through a growing economy. Within the tripartite structure dealing with with policy (see below) this will be an objective that can be monitored.

\*employment stabilisation to be achieved by:- --industry policy that ensures that industries move in the same trends as the most competitive world producers so as to avoid the need for periodic large-scale adjustments and restructuring that makes a large number of jobs redundant in a short space of time.

\*employment security by ensuring an orderly change in employment patterns to be secured by:

-a welfare net.

-training and retraining systems.

-regional and national institutions that can co-ordinate such changes.

**Basic Food Supplies:**

-This requires a land reform that will spread agricultural production amongst a wider spread of producers.

-Support must be given for quality production that is environmentally viable.

-This should be linked to a restructuring of the role of marketing boards.

-It will be linked to both transportation and electrification.

-Continued development of framework agreements.

-Co-ordination of industry policy proposals within unions and particularly Cosatu affiliates.

-To be dealt with in trade policy, industry policy and investment policy

-Development of employment security funds

-Development of training and retraining systems

-Co-ordination of regional facilities

-Work with land commission

-Work with agricultural groups

-Work with ET and MERG projects

-Co-ordinate on these



- \* Such training leads to certificates which are valid across and industry and across industries.
- \* All workers receive literacy and numeracy training in working time.
- \* All workers have a guaranteed right to paid time off for training during every year.
- \* Workers are paid for skills acquired.

## Land

1. The main aim of land policy will be to ensure that enough food is grown in an environmentally sustainable manner for all the people of SA.
2. Land will be restored to communities which were dispossessed by apartheid. Those who now own the land will be compensated at a rate to be determined by the government in accordance with its financial priorities.  
There will also be distribution of land to those who oppressed and who undertake to farm it.
3. Agricultural research, extension services and marketing, will be improved, especially for small and medium farmers.
4. The State will encourage the formation of cooperatives of small private farmers.
5. The focus of the Land Bank will change to encourage efficient farming by both large and small farmers.

# DRAFT: ELECTION MANIFESTO

Note: all targets set out below require further careful research and should be justifiable in terms of viable programmes. Where the promises are unrealistic, they should be framed in terms of programmes which aim at the desired result over a period of time.

## 1. Rights of citizenship and peace:

- 1.1 To offer SA citizenship to all those who have lived/and or worked in SA since at least 1989; on condition that they have spent most of that time in SA including the TBVC and have not been involved in serious crimes. To Immediately restore citizenship to those who lost it through the apartheid system.
- 1.2 We remain committed to the structure and intent of the National Peace Accord.
- 1.3 Strict action will be taken against armed criminal gangs.  
\*This shall include the universal control and removal of weapons. The conditions for licensing of firearms and for the transfer of licensed firearms will be made much tighter.  
\*A programme to remove all weapons, licensed and unlicensed, will be carried out over a period of time.
- 1.4 In order to achieve this, the police force will be delivering a social service. They must be a part of the social services working to deliver conditions which will prevent rather than only detect and punish crime. Its role is the proper and efficient protection of all citizens.  
The force will be open to full public scrutiny through the publication of reports, accounts and budgets, and through the election of a citizens oversight committee nationally, as well as an Ombudsman with special investigatory powers independent of the police and security forces.  
Funds for the police force will concentrate on the provision of community policing and not on security-related operations.  
The force will be required to comply fully with the Bill of Rights.
- 1.5 A programme to deracialise the prison service and the prisons, and a programme to rectify over-crowding will be initiated. This programme will also aim to limit as much as possible the operation

of prison gangs. Effective vocational training and ABE will be provided for all prisoners. No juveniles will be held in adult prisons.

2. Re-unite the people of SA and re-establish conditions for a safe and secure life.
  - \* Strict action will be taken against armed criminal gangs.
  - \* This shall include the universal control and removal of weapons. The conditions for licensing of firearms and for the transfer of licensed firearms will be made much tighter.
  - \* A programme to remove all weapons, licensed and unlicensed, will be carried out over a period of time.
  - \* In order to achieve this, the police force will be restructured. **The police must come to see themselves as delivering a social service. They must be a part of the social services working to deliver conditions which will prevent rather than only detect and punish crime.** Its role is the proper and efficient protection of all citizens.

The force will be open to full public scrutiny through the publication of reports, accounts and budgets, and through the election of a citizens' oversight committee nationally, as well as an Ombudsman with special investigatory powers independent of the police and security forces.

Funds for the police force will concentrate on the provision of community policing and not on security-related operations.

The force will be required to comply fully with the Bill of Rights.
3. A programme to deracialise the prison service and the prisons, and a programme to rectify over-crowding will be initiated. This programme will also aim to limit as much as possible the operation of prison gangs. Effective vocational training and ABE will be provided for all prisoners. No juveniles will be held in adult prisons.
4. A Bill of Rights will protect the individual and collective rights of all of the people. Everyone will be guaranteed protection against arbitrary arrest or harassment.
5. The death penalty will be scrapped.

**No discrimination:** Discrimination in employment or the provision of any facilities or services by the State or the private sector on the grounds of race, gender, homosexuality, religion, trade union membership or beliefs will be illegal.

**Gender:** The State will provide programmes and will encourage similar programmes in the private sector to encourage gender equality in education, training, careers and employment.

**The rights of workers and of organisations of civil society**

1. A new legal framework will be developed to give equal rights to capital and labour in industry, commerce, services, agriculture and mining. This will include a review of all laws affecting workers, consumers and the poor.
2. The right to strike without dismissal will be incorporated in the basic law and the Bill of Rights.
3. The right to organise will be incorporated in the Bill of Rights.
4. The right to publish will be incorporated in the Bill of Rights.
5. The right of workers to form and join trade unions and to organise without victimisation or discrimination will be protected in the Bill of Rights.
6. The right of trade unions to have access to their members and to hold mass meetings will be protected in the Bill of Rights. The right to hold mass meetings in the workplace will be protected in the law.
8. Increase the rights of workers and of civil society in general:
  - \* Reform the processes for policy making in national, regional and local government to give a major role to organisations of civil society and to make the processes open, public and transparent;
  - \* Give reasonable access to public funds to these organisations where it is necessary to allow them to fulfill the above roles, and hold them strictly accountable for these funds.

### **Democratisation of the economy**

#### **1. Restructuring of Institutions:**

The economic life of South Africa is strongly influenced by institutions which are at present controlled by only one group in our society for their own interests. All the relevant statutory bodies must be restructured to reflect the representation and interests of all groups. These include for instance:

SA Reserve Bank; the Development Bank; the Electricity Council; the Industrial Court; the research councils; the Board of Tariffs and Trade; the Industrial Development Corporation; the Central Energy Fund; the boards of SATS, Telkom, the Post Office, SAA; and other such bodies.

#### **2. Changing the Law:**

Anti-trust law must be strengthened to break the unreasonable political and economic power of the very large corporations which block democratisation of the economy. This will also allow SA's businesses and investment to be more productive and efficient.

Consumer law and company law must be changed to give better protection to consumers and workers.

#### **3. Natural Resources:**

Natural resources will belong to the State, and will be leased to companies, cooperatives or individuals for use or exploitation in line with developmental, environmental and policy guidelines to be laid down. The State will be responsible to ensure the protection and correct use of natural resources.

If very large monopoly holdings of natural resources mean that they are not properly used or available for the socio-economic development of the people, the State will ensure that they are released for use. The State will as far as possible ensure that wilderness areas are maintained.

4. **Civil service:**

The civil service must be restructured to:

remove racism and corruption, and to make the civil service more efficient in providing a service to the community.

The attitude of the civil service must change, to ensure that its main role is to provide a good service to the public, with full accountability and transparency. It is not there to dominate and dictate to the people.

government spending.

5. **Government Spending**

A tax commission including all major interest groups in SA will be set up immediately to completely review the tax system and make it more equitable and more efficient. The heavy burden of tax on the poor and the low paid must be removed.

An independent Fiscal Commission including all major interest groups will be established alongside Parliament to oversee all government spending.

The Budget will be a public document and will be developed through a process of public and transparent debate. In particular, the government will be very strongly guided by the proposals of the multi-partite negotiation forums (such as the National Housing Forum and the National Education Forum) in making allocations in the budget.

All government spending must be properly managed and audited to ensure that it is efficient.

Buying service in the civil service pension fund has placed an unbearable strain on the fund. Payments will be refunded and the bought back service cancelled.

Companies and individuals who have corruptly benefited from government funds will be required to repay those funds and will be prosecuted.

6. **The Public Sector:**

Publicly owned companies which have been privatised since 1988 will be re-nationalised, with compensation payable over a period and in an amount determined by the government to accommodate its financial requirements.

The major para-statal corporation, such as Eskom, represent a huge investment of public funds. They must be developed in such a way that they are economically viable but also contribute to the economic development of the country and the Southern African region.

7. **Democratisation of the Financial Sector:**

The new government will support the establishment of a Reconstruction Bank, to be controlled by the mass organisations of civil society, especially civics and unions, to make finance available for development projects, sustainable

employment creation, viable cooperative projects and small business development.

8. **The Environment:**

SA will concentrate on the development of industry, agriculture, mining and urbanisation in an environmentally sustainable manner, and will impose high environmental standards as a way of encouraging the development of exports and of improving the health of the people.

9. **The Southern African Region:**

Development projects will as far as possible be carried out in a cooperative manner with other countries in the region, in order to develop the infra-structure, industrial capacity and standard of living of all.

**Provision of services to the people**

1. Immediately initiate a housing programme to provide affordable housing to all: provide at least (1 million) housing units by 1999 and a further (1,5 million) by 2004. Housing should be provided near to the place of work, to reverse the apartheid programme of isolating people far from the major urban areas and to bring people closer to where facilities and services can be easily provided.
2. Initiate a programme to provide affordable electricity or alternative convenient, affordable energy source for all households: to be completed by 1999.
3. Initiate a major programme of infra-structure development to ensure communities have access to adequate schools, health services, shops, postal services, telephones, water, and transport.
4. Reform the transport system to eliminate corruption, inefficiency and gangsterism and provide an efficient, adequate, safe and affordable service to communities.
5. The government will move to rebuild a National Health Service and reverse the trend towards private medicine. The NHS will be managed efficiently with full cost accounting. The NHS will aim to provide a quality health service to all. The cost of this service will be paid for by means of a National Health Insurance. The unemployed, the young and the elderly will obtain full health benefits without cost.  
Abortion will be provided on demand by State clinics for a period of 20 weeks after conception.  
The government will discourage the purchase by private institutions of very costly capital equipment, which will instead be located in the NHS. It will be available to private patients at a suitable rate.  
The administration fees and profits of Medical Aid Societies will be required to be widely published.

**An end to poverty and unemployment**

1. The new government will prioritize the fight against poverty.  
**Short term:**

- \* reform the present system of poverty relief to give it a clear direction and eliminate waste and corruption;
- \* initiate a programme of public works to provide jobs and infra-structure in communities;
- \* remove tax on food and basic services;
- \* subsidize the price of basic foods and act to bring down food prices in general.
- \* Immediately equalise and improve pension benefits for the elderly and those unable to work through disability, and improve the delivery of these pensions.

#### **Long term:**

\* It is recognised that most employment will be created by providing services for the people of SA (such as health services) and services for export earning (such as tourism). The wealth to pay for the improved social services will be created by encouraging employment security and the creation of wealth for all our people by the development of manufacturing, agriculture and distribution. This will be done by facilitating effective industrial policies based on the development of solid national and regional markets as a base for increasing exports. It should be done mainly by means of spending on infra-structure development, especially housing and electricity. These industrial policies should emphasize skill development, development of resources in communities, reorganisation of production, development of research, design and technology resources for both large and small businesses, and active labour market institutions. Manufacturing will move towards the development of high value added products as its main emphasis.

#### **Rights to education and multi-culturalism:**

#### **The development of the human resources of our country after the devastation of apartheid will be a priority.**

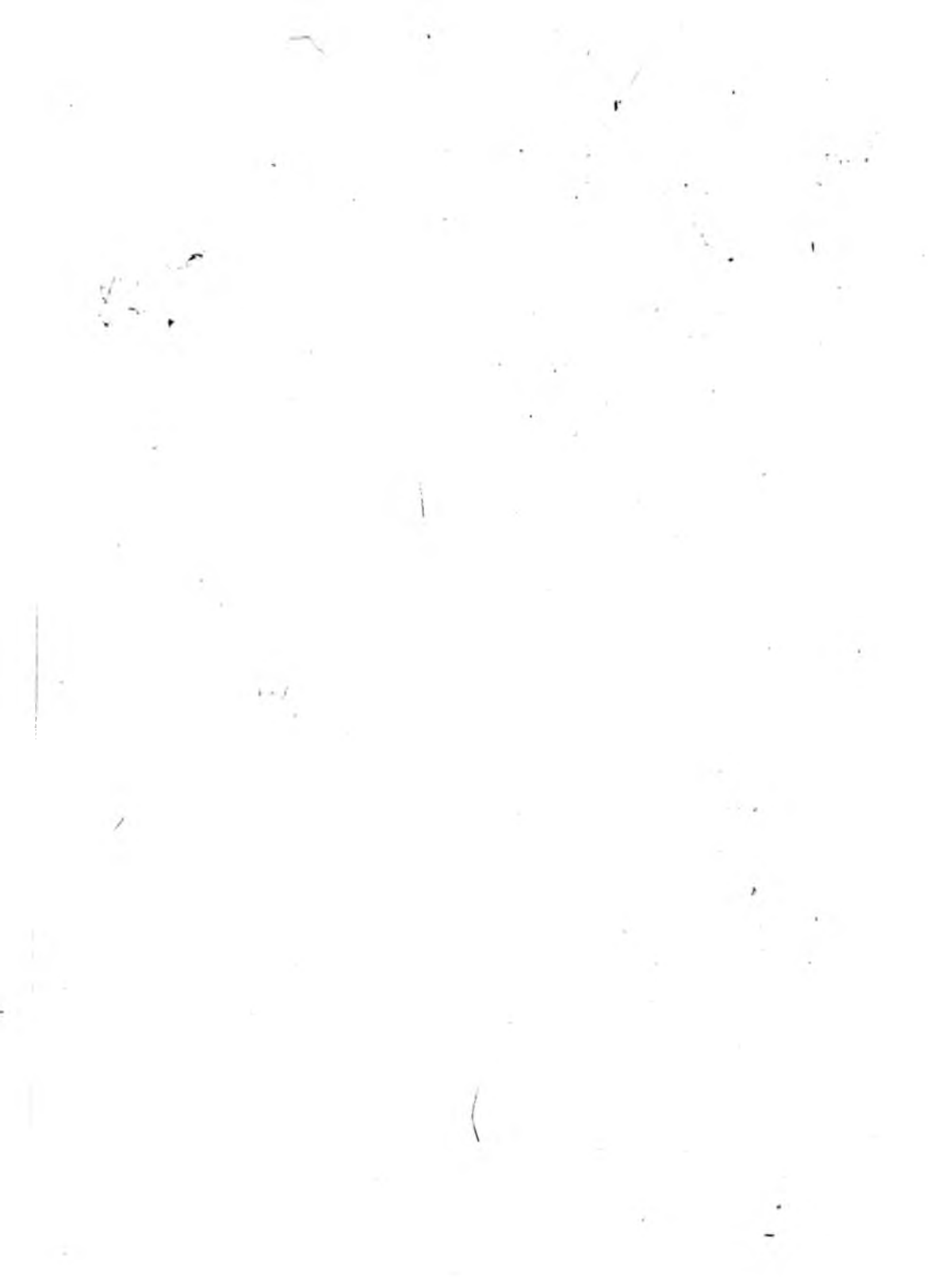
1. Schools will be encouraged to teach multi-culturalism, and will seek to build unity through diversity, not by forcing a uni-culturalism.
2. Universal compulsory education will be provided in English and home languages for all children for (7) years.
3. Education facilities which have been privatised will be re-nationalised. The structures, facilities and content of education will be deracialised immediately. As a first step, all existing school buildings and equipment will be protected and restored where there is serious damage or loss. As far as possible, local public works programmes will be used to carry out renovation.  
A programme to ensure equal access to secondary and tertiary education by 1999 will be initiated.
4. The rights of teachers and their unions, and of parents and students, will be developed.
5. Because more than 50% of the industrial workforce is illiterate, it is not possible to easily improve productivity. The National Training Board will be required to ensure that all industries including agriculture, mining and the distributive trade, establish Industry Training Boards which must ensure that:
  - \* All workers have access to modular technical training and Adult Basic Education.

- Such training leads to certificates which are valid across and industry and across industries.
- All workers receive literacy and numeracy training in working time.
- All workers have a guaranteed right to paid time off for training during every year.
- Workers are paid for skills acquired.

### Land

1. The main aim of land policy will be to ensure that enough food is grown in an environmentally sustainable manner for all the people of SA.
2. Land will be restored to communities which were dispossessed by apartheid. Those who now own the land will be compensated at a rate to be determined by the government in accordance with its financial priorities.  
There will also be distribution of land to those who oppressed and who undertake to farm it.
3. Agricultural research, extension services and marketing, will be improved, especially for small and medium farmers.
4. The State will encourage the formation of cooperatives of small private farmers.
5. The focus of the Land Bank will change to encourage efficient farming by both large and small farmers.





**RECOMMENDATIONS TO THE CENTRAL COMMITTEE ON  
3/4/93 ON IMPROVING INCOME AND CUTTING COSTS.**

**1.0 INCOME**

**1 SAMPLE OF MEMBERS MORE THAN 400**

**1.1.1 Problems**

- \* Mainly allocation of wrong company numbers by Cde Ramon.
- \* Programme only picks up 1 membership figure where there are several payments e.g. for salaried and wage staff, but it picks up the total money. This has been corrected.
- \* Programme error in not printing out all payments which have been entered. Not yet corrected.
- \* No quality control on data input. Second staff member assigned to assist.
- \* Number of companies followed up per week is +- 45 which approximately 9 per day.

**1.2 A reliable list will be presented to the Central Committee.**

**2.0 Sample of all companies with more than 200 members.**

This will be done in the same way and a report will be should be available by January 31, 1994.

**3. Sample of all companies with more than 100 members**

This will be done in the same way and a report will be available by February 28, 1994.

#### 4.0 Audit of auto and engineering companies

Regional administrators checked the schedules for January to October 1993.

The following problems were found in comparing to computer histories :

- Membership information on computer is different to what is on the actual schedule.

	Computer	Schedule
	-----	-----
Nissan	4361	3922
Delta	1569	1683
MBSA	2222	1490
BMW	1607	1128
Samcor	2160	2195
Toyota	2550	2472
Volkswagen	4730	4414
Alusaf	748	749

- Amounts differ against what is on the computer - some figures are less and some figures are more.

A separate list is attached.

It is clear that there are input errors on the computer and a second person is being assigned to count the membership figures and also to check the payment input on a weekly basis before the schedules are sent to the regions.

**Cde Foster will visit all of these companies to audit the wage registers on a random sample of members. Report will be ready by December 15, 1993.**

#### 5. Companies where Regions believe they have a high membership and schedules show low membership.

### Examples

	Region	Computer	Schedule
	-----	-----	-----
L & C Steinmuller	500	75	75
Thermal Insulation	400	123	123
S Burde	200	41	125
Rotek	500	130	76
Iscor	7681	6550	
Escom	5555	9234	4054
Illman Group	500	250	75

- \* Regions are not checking the monthly income analysis list from head office.
- \* Regions to confirm membership figures every 3 months: regions to report by February 28, 1994 based on November to January 1994. Head Office to assess and check every quarter: starting March 1994.

### **6. Increasing membership**

All locals must prioritize all companies already organized to bring the membership up to 100% and they are to start with bigger companies.

Regional Secretaries to report to GS monthly on progress in targeted companies.

All already-organized companies must be covered by a date to be agreed with GS & NS Organising.

### **7. New Stop Orders**

Locals and regions must immediately start reporting monthly to the Head Office on all new stop orders received and submitted to management on the standard form, in accordance with the CC resolution of February 1993.

## 8. Management Fee

There are +- 1200 companies on the computer that charge a fee or which refuse to update the new subs. The CB department will negotiate cancellation of fees. Regions must assist.

## EXPENDITURE

### 1.0 MEETINGS

#### 1.1 General

- \* All meetings which have a cost to the union must be in terms of programmes
- \* Negotiate deals with venue : H/O to coordinate
- \* All meetings must be costed and requisitioned on the standard form.
- \* All meetings must be properly planned and minuted and attendance registers kept.
- \* All 1 day meetings to be held in offices. *where possible*
- \* Use cheap venues where possible.

#### 1.2 Head Office

- \* Specific meetings to be approved by Secretaries' meeting at beginning of every month.
- \* All agreed meetings to be published in HOC one month in advance.
- \* Attendance register to be submitted to GS for all meetings with list of absentees and late-comers. Regions must explain absences or late-coming in writing to GS. Unexplained absentees - costs to be deducted from regional imprest. If flight is missed and no other flight for 1 hour: don't attend.

### 1.3 Regions:

- \* REC to be one day per 2 months. Any days in excess must be motivated one month in advance to the GS. All meetings to be on weekends.
- \* All RS must ensure that REC & RC minutes are sent to GS within 2 weeks of the meeting taking place, in accordance with CC resolution of February 1993 and in terms of the Constitution
- \* The union will pay for transport only for REC and RC if motivated in advance to the GS. *and constitutional C287-71*
- \* Transport will not be paid for other meetings unless approved 1 month in advance by the GS.

### 8. 2.0 Rental Cars

- \* H/O to rationalise and coordinate transport for meetings at the same time. All transport must be confirmed in advance.
- \* Centralization of all bookings with clear explanation and details.
- \* No private use eg visit friends or families in Soweto.
- \* Car may not be kept longer than absolutely necessary.
- \* H/O to strictly audit all invoices. All requisitions must state km which are expected, and date of taking out car and returning it.
- \* Only Group A car can be used.
- \* *Only those who don't have a record*

### 3.0 Airfares

- \* If you miss a flight, don't travel - subject to 1.2
- \* H/O must audit all flights against attendance registers.
- \* No business class flights unless prior approval from the GS or NS.

### 4.0 Accommodation

- \* H/O to audit all meals and accommodation against attendance registers.
- \* Rooms to be shared.
- \* Conference packages to be negotiated. H/O to coordinate.

### 5.0 Legal

- \* All cases to be reviewed by NOB and NFC every 6 months.
- \* All bail to be registered and audited and reported quarterly : first report by December 15, 1993.
- \* NOB to draw up guidelines on non-labour cases.

***NOTE: all legal funding has ceased for legal cases from 1994.***

- \* Major cases : investigate ways for settling.

## 6.0 Rent:

- \* NUMSA to aim to buy office building.
- \* NFC to evaluate rental and space for all offices including H/O.

Report by next CC or NEC.

- \* All offices must be viable including a share of H/O and regional offices.

Target for viability to be set by GS and National Secretaries based of staff, rent and other costs. The local must comply within 6 months ~~or be closed~~ *or be closed. ~~or be closed~~ will make*

- \* *the appropriate decision.*  
Special cases may be subsidized by agreement of the NEC the recommendation of the GS.
- \* NOB to look into Head Office rationalisation and report to the next CC.

## 7. Copiers & Faxes & Telephones

- \* NFC to evaluate all machines in terms of needs.
- \* H/O to re negotiate all contracts.
- \* Usage to be monitored by RFC and report to NFC monthly.  
Excess usage compared to standards to be charged to staff.

*NFC to draw up guidelines*

## 8 Purchasing.

- \* Purchasing to be centralized for delivery at local or regions.
- \* H/O to negotiate contracts.



## 9. Staff

- \* The CC authorizes the GS and Presidents to take disciplinary action or to dismiss any employee of the union in consultation with the region or local where they fail to take action.

- \* The CC authorizes only the NOB's to hire employees of the union in consultation with the regions and locals.

This includes replacements.

- \* RS must report to the President on all staff against whom disciplinary action has been taken within the last 12 months or against whom action is being investigated or is pending.

*quarterly report*

NOB's shall have the power to review action.

Report due by December 13, 1993.

Should reports not be submitted by the due date or salaries will not be paid.

- \* No automatic replacement:  
Approval required from NEC on recommendation of the GS.
- \* RA to submit report on all absenteeism by 13/12/93.
- \* The union is overstaffed and the NOB's to review staffing levels according to needs.

## 10. WAGES

The union at the moment is experiencing a serious financial crisis.  
As a result of this, the NOB's believe it is impossible to review staff conditions of employment, including increase to salaries at this time.

While corrective measures including cost cutting in all activities of the Union are implemented, it is recommended that the staff bear with the union during this period by foregoing an improvement to current conditions for the year 1994.

END OF REPORT

COMPANY	MEMBER	REC	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT
TYCON GOODYEAR	1355	E CAPE	23,305.38	29,816.65	32,509.72	24,191.79	32,172.31	29,139.94	25,990.71	30,648.16	32,464.94
GENTRYE INDUSTRIES	1206	E CAPE	12,383.07	20,916.30	20,028.83	21,012.13	18,100.76	18,660.60	21,092.29	37,464.43	26,196.03
TEMPEST LIMITED	1051	N TVL	4,022.78	8,408.14	6,119.94	5,603.62	6,750.06	5,282.68	6,032.19	8,223.27	6,501.92
DUNLOP TYRES	1032	S NATAL	5,825.41	10,379.82	9,989.36	9,132.74	9,004.57	12,037.15	109.23	12,704.25	9,862.43
ROBERT BOSCH (PTY) LTD	44	N TVL	4,542.55	6,163.40	7,590.18	9,704.56	8,330.18	6,792.36	872.98	6,233.22	6,233.22
TOYOTA STAMPING	820	S NATAL	3,970.80	5,399.44	5,405.40	6,183.00	5,365.80	6,404.07	13,148.93	13,755.00	12,795.57
HENRED-FRUEHOF	379	WITS E	2,602.76	3,497.85	1,642.70	4,930.16	3,760.11	5,316.28	3,938.76	5,119.12	4,315.19
ATLANTID DIESEL	387	W CAPE	4,217.97	9,796.41	9,636.98	11,176.73	3,860.26	13,213.05	11,813.43	9,358.02	12,617.39
EVEREADY SA	700	E CAPE	6,832.80	4,003.50	3,895.20	5,562.97	6,746.15	8,427.01	6,901.50	7,459.72	9,376.57
TOYOTA AUTO COMP.	663	S NATAL	2,845.80	5,051.20	85.80	6,308.20	5,053.20	5,962.79	10,601.30	10,762.23	10,544.88
COLUMBUS STEEL	635	HIGHVE	12,686.10	11,341.65	11,216.61	11,517.50	11,574.63	11,675.36	12,262.56	11,731.47	11,750.49
COPALCOR ROLLING	624	WITS E	856.47	1,120.17	1,228.73	1,506.66	953.15	89.56	1,022.12	1,548.26	270.41
HULETT ALUMINUIM	608	S NATAL	6,455.19	775.77	6,952.95	7,571.75	6,845.56	6,461.36	8,483.01	7,403.96	7,334.04
HENDLER & HART	601	WITS E	6,050.73	6,551.59	6,851.92	7,264.15	6,679.50	6,667.06	6,772.64	8,121.51	7010.64
DUNLOP TYRES	598	S NATAL	5,957.16	6,270.69	6,325.11	5,455.35	6,586.87	8,516.37	4,964.99	7,445.13	5843.07
CONSOLIDATED WIRE	576	VAAL	5,280.45	5,978.24	6,312.70	9,524.75	6,867.39	6,863.23	8,586.13	8,022.29	8269.75
BOART INTERNATIONAL	576	WITS E	5,130.69	6,322.16	5,471.23	4,601.99	6,378.91	4,910.76	4,968.56	6,661.22	5393.86
APEX FOUNDRY	420	N NATAL	1,909.85	3,315.48	2,549.41	2,464.96	2,806.70	3,414.25	2,283.44	3,758.12	3490.33
METAL BOX DIVPAC (4)	560	VAAL	3,047.85	6,035.99	7,309.77	6,693.71	7,616.92	7,164.42	6,873.25		7489.45
NATIONAL BOLTS	438	WITS E	5,302.81	5,863.55	5,650.61	6,968.75	5,866.08	5,927.48	7,237.84	7,646.52	6593.94
TELEVISION & ELECT.	437	WITS C	5,028.08	1,692.11	1,845.11	2,211.03	1,890.23	1,837.90	2,434.21	2,189.94	2921.43
METAL BOX DIVPAC	530	E CAPE	2,827.80	1,699.59	2,786.29	2,354.56	3,079.14	2,471.43	2,968.72	2,344.38	2296.09
TEK REFRIDGERATION	423	S NATAL	2,572.30	2,445.95	2,460.48	3,194.57	5,140.67	2,624.06	5,835.98	3,398.64	3398.64
TELEPHONE MANUF.	506	WITS E	5,059.98	8,372.58	6,736.13	6,459.11	8,386.95	6,948.54	6,961.28	7,629.51	9551.69
WILLARD BATTERIES	505	E CAPE	7,821.59	9,106.91	6,645.62	6,660.95	9,308.04	7,435.21	7,122.31	7,926.31	7926.31
ROTEK INDUSTRIES	500	WITS C	3,140.67	4,047.67	4,425.31	3,255.38	3,197.95	3,286.53	4,463.63	3,300.36	890.13
L&C STEINMULLER	500	HIGHVE	8,041.89	34,399.92	2,125.90	10,462.32	10,893.33	13,028.22	11,151.03	11,553.37	11980.09
J ILLMAN	500	WITS C	2,220.75	7,493.16	5,453.83	4,915.75	3,512.47	3,155.36	3,856.98	3,205.26	3169.35
CUSTOM PLASTICS	490	WITS C		4,094.95	4,137.44	3,992.49	2,142.21	3,804.92	2,147.43	4,209.13	4155.5
MANGANESE METAL CORP	484	HIGHVE	5,611.62	6,009.06	5,949.13	18,503.06	17,192.80	8,606.02	5,277.36	18,750.06	5347.03
ABB POWERTECH	484	N TVL	5,328.18	11,864.45	7,076.87	5,489.79	7,969.40	6,241.87	5,315.88	7,312.60	6189.34
FEMO	392	N TVL	4,823.50	4,789.28	5,848.61	5,319.48	4,887.34	5,892.95	5138.6348	5,214.51	
BROLLO AFRIKA	470	WITS C	5,169.61	5,722.60	7,535.02	5,744.18	5,921.99	7,499.58	6,063.14	7,549.57	6487.83

COMP	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG				
MBSA	32611.13	29292.12	25378.70	31539.31	26020.85	25992.81	32273.56	26624.50				
SAMCOR		33785.11	37464.20	42130.98	33900.53	34085.31	37464.20					
NISSAN					52852.26	70334.49	50264.14	52842.12				
BMW SA			29998.77	9389.29	25681.67	41151.72	26199.58	22512.10				
TOYOTA SA	11430.60	52246.29	45148.98	31989.92	41114.85	48258.14	38184.42	46487.87				
VW	113439.56	83553.97	83461.13	82879.35	82405.23	79899.65	102607.82	82403.35				
DELTA	14698.94	18953.61	20056.24	24581.07	21627.92	21149.24	27403.19	24554.61				
SAMCOR	1889.97	2589.68	E CAPE									
HEAD	OFFICE											
BMW			27821.90	35070.96	28082.20	26615.66	32895.89	28404.02	32895.89			
DELTA			21111.82	25874.80	21968.38	21149.24	27403.19	25846.96	26478.21			
MBSA			25378.70	26020.85	25992.81	26299.10	32273.56	26624.50	26831.88			
NISSAN			72691.72	65767.91	65620.12	65229.27	62977.87	67730.72	65126.37			
SAMCOR			36357.47	45372.88	36503.26	35934.90	43490.78	39781.50	40119.92			
TOYOTA			45148.98	31989.92	40824.05	48688.87	41919.20	46487.05	47995.36			
VW			85733.07	85004.47	85518.18	80285.81	105238.79	84516.25	83059.58			
E												

# **FINANCIAL AND ADMIN**

**3.**

<p style="text-align: center;"><b>ADMIN REPORT TO THE REGIONAL EXECUTIVE COMMITTEE MEETING TO BE HELD ON THURSDAY 9TH DECEMBER 1993</b></p>
---

**1. ASSESSMENT FOR THE YEAR**

**(A) REGION**

This was a very trying time for all the administrators in the Region. There was a written grievance against one administrator by the other two administrators in the office. Then it was discovered that the record system was in a total mess. Towards the middle of the year another administrator was suspended for misappropriation of union money. This was an additional strain for all.

The first half of the year was spent correcting the records implementing admin systems, job functions for all the administrators and repairing their relationship among them.

The positive aspect of all this is there is a closer and better working relationship and understanding among the administrators which has a positive impact on their work.

**(B) LOCALS**

**Atlantis Local :** **Beverley Soga** is off on maternity leave from **15/10/93 to 28/2/94**.

**Cape Town Local :** **Avril Pietersen** attended a foundation course at the COSATU Spring School for +/-2 weeks in **October/November 1993**.

**Bellville Local :** **Diane Lombard** took her annual leave to attend a community related course in Israel in **November/December 1993**.

**Boland Local :** **Vanessa Jantjies** was employed in **March 1993** at our Boland office. She attended a Basic Admin Course in Durban in May 1993.

**(C) FUNERAL BENEFITS**

No outstanding claims.

**DEATH & DEPENDANT FUNDS**

No outstanding claims.

**(D) MOTOR & ENGINEERING SCHEDULES**

Motor schedules - up to date.  
Engineering schedules - August 1993 was the last  
received from Head Office.

**NUMSA UNION MEMBERSHIP CARDS**

Back log was completed at the end of October 1993.

**2. THE WAY FORWARD**

- (a) To have the record keeping system on computer to ensure efficiency and a true record of membership. At present the system is too big to operate manually.
- (b) Khosa lessons for <sup>some</sup> ~~all~~ administrators to help them to communicate with our Xhosa speaking members.
- (c) To have quarterly meetings with all administrators for assessment purposes.

End



**NATIONAL UNION OF METALWORKERS OF S A (W. CAPE REGION)**

**R F C MEETINGS FOR 1993**

<b>DATES</b>	<b>ATTENDED BY</b>
19.01.93	R. PIEDT, Y. ROBERTS, E. MINGO
15.02.93	R. PIEDT, Y. ROBERTS, R. PIETERSE, E. MINGO
15.03.93	R. PIEDT, Y. ROBERTS, E. MINGO
20.04.93	R. PIEDT, R. PIETERSE, E. MINGO
17.05.93	R. PIEDT, R. PIETERSE, A. FREDERICKS, E. MINGO
26.07.93	R. PIEDT, A. FREDERICKS, E. MINGO
13.09.93	A. FREDERICKS, R. PIETERSE, E. MINGO
12.10.93	A. FREDERICKS, R. PIETERSE, E. MINGO
02.12.93	A. FREDERICKS, R. PIETERSE, Y. ROBERTS, E. MINGO



**NATIONAL UNION OF METALWORKERS OF S A (W. CAPE REGION)**

**LEAVE AND ABSENCE FOR 1993**

	<b>LEAVE</b>					
	<b>SICK</b>	<b>COMPAS SIONATE</b>	<b>DAYS DUE</b>	<b>DAYS TAKEN</b>	<b>BAL 1994</b>	<b>REMARKS</b>
A. SAYERS	2	-	20	15	5	Extra 5 days (sick) approved by the NEC.
F. PETERSEN	1	-	20	20	0	
D. OMAR	12	-	20	10	10	
A. RUITERS	3	-	20	20	0	
E. MINGO	3	2	20	15	5	
B. JONES	18	3	20	15	5	
D. FESTER	3	-	20	15	5	
T. FRANCE	8	1	20	15	5	
F. SLAMANG	29	1	20	15	5	
F. CARELSE	10	1	20	15	5	
A. EHRENREICH	-	-	20	16	4	
N. VAZI	2	-	20	16	4	
A. RYKLIEF	-	-	15	15	0	
A. PIETERSEN	5	4	20	20	0	
E. VAN WYK	10	5	20	20	0	
R. DUDLEY	1	-	17	17	0	
M. YAKOBI	-	-	9	7	2	
D. LOMBARD	5	-	20	20	0	
K. CLOETE	2	-	20	20	0	
B. SOGA	8	-	20	-	-	
M. ARENDSE	16	-	20	19	1	
V. JANTJIES	1	-	16	13	3	

<p align="center"><b>LEAVE PERIOD FOR WESTERN CAPE STAFF FOR 1993</b></p>
---

STAFF	FROM	TO	NO. OF DAYS REQUIRED	BALANCE
<b><u>REGIONAL OFFICE</u></b>				
A. SAYERS	20/12/93	07/01/94	15	5
F. PETERSEN	17/12/93	14/01/94	21	0
D. OMAR	27/12/93	07/01/94	10	10
A. RUITERS	20/12/93	17/01/94	20	0
E. MINGO	27/12/93	14/01/94	15	5
B. JONES	20/12/93	07/01/94	15	5
D. FESTER	23/12/93	12/01/94	15	5
T. FRANCE	20/12/93	07/01/94	15	5
F. SLAMANG	20/12/93	07/01/94	15	5
F. CARELSE	20/12/93	07/01/94	15	5
<b><u>CAPE TOWN LOCAL</u></b>				
A. EHRENREICH	17/12/93	07/01/94	16	4
N. VAZI	17/12/93	07/01/94	16	4
A. RYKLIEF	10/01/94	28/01/94	15	0
A. PIETERSEN	27/12/93	21/01/94	20	0

STAFF	FROM	TO	NO. OF DAYS REQUIRED	BALANCE
<b><u>BELLVILLE LOCAL</u></b>				
<b>E. VAN WYK</b>	<b>20/12/93</b>	<b>14/01/94</b>	<b>20</b>	<b>0</b>
<b>R. DUDLEY</b>	<b>17/12/93</b>	<b>10/01/94</b>	<b>17</b>	<b>0</b>
<b>M. YAKOBI</b>	<b>23/12/93</b>	<b>31/12/93</b>	<b>7</b>	<b>2</b>
<b>D. LOMBARD</b>	<b>22/11/93</b>	<b>20/12/93</b>	<b>20</b>	<b>0</b>
<b><u>ATLANTIS LOCAL</u></b>				
<b>K. CLOETE</b>	<b>20/12/93</b>	<b>14/01/94</b>	<b>20</b>	<b>0</b>
<b><u>BOLAND LOCAL</u></b>				
<b>M. ARENDSE</b>	<b>15/12/93</b>	<b>11/01/94</b>	<b>19</b>	<b>1</b>
<b>V. JANTJIES</b>	<b>15/12/93</b> <b>27/12/93</b>	<b>17/12/93</b> <b>10/01/94</b>	<b>13</b>	<b>3</b>

**PROPOSED AGENDA**

1. **OPENING**
2. **APOLOGIES**
3. **CREDENTIALS**
4. **CONFIRMATION OF THE AGENDA**
5. **REPORTS**
  - 5.1. Regional Secretary's Report
  - 5.2. Administration and Finance
  - 5.3. Organising and Campaigns
  - 5.4. Legal
  - 5.5. Education
  - 5.6. Locals
  - 5.7. NUMSA's involvement in COSATU and the ALLIANCE
  - 5.8. The Way Forward
6. **CLOSURE**

**N.B:-** ***ALL DELEGATES who have attended REC's, ROSC's, RCC's, REDCOM'S and RDC's and the entire Organising Staff are requested to attend.***

Please **do not** make arrangements for a major part of Saturday as business is expected to last until 4.00 p.m. at least. Locals must please forward names of those attending as soon as possible.

Regards

  
**P. SAYERS**  
REGIONAL SECRETARY

**P.S:** Organise some small change for refreshments.

# **REGIONAL SECRETARY'S REPORT**

**2.**

# **REGIONAL SECRETARY'S REPORT TO THE R E C OF 11TH DECEMBER 1993**

## **INTRODUCTION**

The purpose of this report is to serve as a basis for assessing NUMSA, COSATU and the ALLIANCE's activities for the year 1993. At the beginning of 1993 they set itself a number of tasks for 1993 and beyond consistent with its overall policy objectives.

These tasks covered a number of work areas which included amongst others.

## **1. ORGANISATION AIMED AT BUILDING A NATIONAL UNION**

- 1.1. ORGANISING:** which includes the recruitment, organisation and the servicing of members, the election and development of its leadership at all levels and the establishment and development of its constitutional structures. Although organising strategies were developed in some Regions no national organising plan was developed.

The ROSC of the Western Cape has now produced an Organising Framework which needs to be finalised and used in 1994 by Shopstewards and Organisers. The intension is to maximise the membership at existing establishments and to recruit membership at new factories. We also have to develop our organisations' structures through electing and developing leadership where required in response to new challenges facing the labour movement.

- 1.2. ADMINISTRATION:** this involves the processing of membership applications, development of membership records, finance and financial system, membership benefits, management of staff conditions of employment, and the general administration of the Union. To this end a process of upgrading was effected through the approval and development and implementation of a computer system and the movement to a new system of the determination and

collection of subscriptions. The Northern Transvaal and the Wits Central West is currently the subject of pilot programmes.

Our administration has improved at a regional level after some niggling staff problems were sorted out and the system was adjusted and fine tuned. The prospective implications of the computerization process must still be assessed, based on the experiences of the Regions selected to pilot the project.

- 1.3. LEGAL:** involves the processing of disputes and other related legal matters. The Legal Department was shifted to and between the General Secretary and the Organising Department in terms of line functions. Although there was a change in location and personnel no significant changes in its functioning was effected. Its future functioning and funding is currently under discussion. It is clear that we will not receive any donor funding from the I M F in 1994.

The activities of the Legal Department in the Region has received extensive attention but all the problems have not been resolved. This relates particularly to the functioning of LDC's and RDC's **re: Assessment of Cases and its relation to organisational problems.**

If we intend to overcome our funding and organisational problems then we need to continually seek organisational methods to resolve certain cases.

- 1.4. EDUCATION AND RESEARCH:** involves primarily the provision of membership and leadership education. The Education Department developed various aspects of its work area with specific emphasis on research, curriculum and staff development and general education.

Although Educators have been involved in the above developments the effectivity of the departments could best be assessed in relation to the extent to which a large number of Shopstewards and members have received education . Consideration should also be given to effect of the staff development programme.

## **2. COLLECTIVE BARGAINING TO RESTRUCTURE INDUSTRY**

which includes the establishment and improvement of the membership's condition of employment and associated processes (rights as contained in agreements and legislation for its enforcement and improvement). We approved and implemented a new approach which involved inter-alia linking wages to grading and training as a part of a continuous collective bargaining process over a 3 year period. This also included attempts to deal with restructuring that were taking place in the various industries. To this end research activities provided a particular service to the work areas although not entirely satisfactory.

Although there was initial confusion with the Region about our new approach towards Collective Bargaining significant advances have been made towards its implementation. These advances need to be comprehended and assessed. Further adjustments of the Collective Bargaining is being discussed vis-à-vis restructuring proposals.

## **3. CONSTITUTIONAL STRUCTURES**

The major policy decision making structures namely the **National Congress, Central Committee and Regional Congresses** have met and developed the required policies that will guide union activity for the next 3 years.

The central question was whether we have been effective in involving our membership in the policy making process to the extent where they feel that the policies is owned by them and whether they will play an active role in its implementation. To this extend the activities of the Region needs to be evaluated with the view of assessing whether we have achieved the above and how we address the shortcomings in the immediate future. A glaring problem has been poor attendances at Regional Congresses. Although attendances have improved some Regional Congresses have failed to quorate. The leadership also need to have a more unified approach to the funning of the Congresses to prevent some of the debacles that have occurred.



Critical to the executive process is the role of the **NEC's, the REC's, Local Shop Stewards Councils, Factory Shop Stewards Committee and membership general meetings.** The activities of the NEC's were affected by the needs of the periodic political and economic policy requirements. Although our REC's quorated its functioning was partly impaired by the high turnover of local representatives particularly in the cases of Boland and Cape Town Locals and the uneven quality of delegate participation. **[See schedules as a reflection of turnover].**

**3.1. STAFF:** The recruitment, development and management of staff has remained a focal point of continual discussion. Policies were adopted aimed at the recruitment, development of staff required to fulfil the tasks required by the various work areas. Whilst the policies improved on a previous situation the implementation thereof was curtailed by:

- (a) limited financial resources at the disposal of the Union; and
- (b) the limited extent of its implementations coupled with the prospective departure of skilled and experienced staff as demanded by the election campaign.

An appropriate balance between staffing levels, services required, skills development and increased productivity levels of staff and financial resources needs to be achieved in the context of future organisational economic and political needs as determined by the restructuring process.

To this end the effectiveness of the functioning of a management system is a central consideration.

The structuring and function of the various departments namely **Administration, Organising, Legal, Education and the General Secretary** at a national level and its relation with **Regional Teams** headed by **Regional Secretaries** and the **local staff** headed by a **Co-ordinator**, came under considerable considerable scrutiny and is the subject of current restructuring discussions driven by the need for

efficiency financial self reliance organising and collective bargaining needs. **[See proposal and response by Comrades J. Foster and P. Thomas].**

This will determine possible new work areas, responsibilities and line functions for staff aimed at improving the delivery of co-ordinated efficiency and quality service to members and the leadership. Staff development and management must contribute and remain aimed to re: both organisational and conditions of employment needs if the organisation is to be competitive in the labour market in relation to the retention of skilled personnel.

#### **4. RESTRUCTURING NUMSA**

The central elements of the debate involves restructuring the work areas and line functions of the various departments controlled by extra constitutional structures.

This involves amalgamating the union organising and collective bargaining under a single General Secretary's Office to whom new national sectoral organisers are accountable.

Administration and Finance, Legal and Education Research and Publicity units would provide the required services to collective bargaining and organising department. A National Secretary is required to head this department and its diverse work areas as argued by the proposal.

Comrade J. Foster et al comments on the weakness of the proposal with particular reference to its silences on Regions and locals and consequent implications for continuing the rich, democratic tradition that was developed.

Should we not regard the current debate an attempt to answer the following questions?

- (1) In which work areas, departments are NUMSA ineffective and unresponsive for various reasons if it is Head Office primarily that requires restructuring in response to

industrial restructuring and co-ordination needs, then we should focus our attention in this area. This is the essence of the proposals which in part attempts to alter line functions and focus. Its objective is to:-

- (a) alter the functioning of current departments and the powers of its co-ordinators/national secretaries by making it more accountable to the General Secretary and to render more effective services to members.
  - (b) to lend itself to more logical resource allocation and the development of targeted industry strategies for particular groups of members.
- (2) What implications would the above have for Regions and Locals??  
[Please refer to Restructuring documents for further discussion].

## **5. NUMSA'S INVOLVEMENT IN COSATU AND THE ALLIANCE**

We have set ourselves the task to vigorously assist COSATU with the development and negotiation of macro-economic and regional development policies. Liaison and negotiations with other parties were facilitated by Alliance and MDM Structures and local, regional and national forums. This has led to a significant portion of our staff being overcommitted in an array of work areas leading to neglect of direct union responsibilities.

The problem was further compounded when COSATU became intensively involved in the process of negotiating a political settlement and the forthcoming elections at local, regional and national levels. A significant number of senior worker leadership and staff have now been released to stand as electoral candidates for the national assembly and senate, regional parliament metropolitan and local councils.

### **\* Have we achieved our objectives as COSATU?**

- \* **How has the abovementioned activity impacted on the functioning of the Union?**
- \* **Does the current discussions re: RESTRUCTURING OF NUMSA'S accommodated/considered the abovementioned activities?**

NATIONAL UNION OF METALWORKERS OF SOUTH AFRICA [WESTERN CAPE REGION]

REGISTER OF MEETINGS ATTENDED IN 1993

R E C

LOCALS	27 JAN	24 FEB	10 MAR	31 MAR	22 APR	26 MAY	9 JUNE	14 JULY	4 AUG	22 SEPT	19 OCT	3 NOV	24 NOV
<u>ATLANTIS</u> S. ARRIES P. SOLOMONS R. PRINCE D. MC CALLUM A. CONSTABLE	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓	✓ ✓
<u>BELLVILLE</u> I. ABRAHAMS M. LOUW T. MABOEE D. XAMLASHE	 ✓  ✓	 ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓  ✓	    	✓ ✓   	✓ ✓   	✓ ✓   	✓ ✓ ✓  	✓    	✓    	    
<u>CAPE TOWN</u> Y. ROBERTS C. MARTIN B. SEALE R. PIEDT A. ABBOTT E. HURLING M. DYANI HEUGH R. SEMAAR J. MORGAN	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	   ✓	  ✓ ✓	  ✓  	  ✓  	   ✓  	  ✓ ✓ ✓	✓  ✓ ✓	✓  ✓ ✓	✓ ✓  ✓	✓ ✓   	✓   ✓

	JAN	FEB	MAR	APR	14 MAY	JUNE	JULY	AUG	SEPT	6 OCT	NOV	DEC
<b><u>REGIONAL OFFICE- BEARERS</u></b>												
D. OLIPHANT					✓							
O. GIRE					✓					✓		
M. SWARTZ					✓					✓		

D. OLIPHANT  
O. GIRE  
M. SWARTZ

/ /



NATIONAL UNION OF METALWORKERS OF SOUTH AFRICA [WESTERN CAPE REGION]

REGISTER OF MEETINGS ATTENDING IN 1993

R D C	27 JAN	24 FEB	10 MAR	31 MAR	22 APR	26 MAY	9 JUNE	14 JULY	4 AUG	22 SEPT	19 OCT	3 NOV	24 NOV
J. LOT	✓	✓		✓	✓	✓		✓	✓	✓	✓		✓
R F C													
R. PIETERSE A. FREDERICKS V. PIEDT	✓ ✓	✓	✓	✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓	✓	✓ ✓	✓ ✓	✓	✓	✓ ✓
R O B													
D. OLIPHANT O. GIRE M. SWARTZ	✓ ✓	✓ ✓	✓	✓ ✓ ✓	✓	✓ ✓ ✓	✓	✓ ✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
REDCOM													
G.J. LIDDLE										✓			

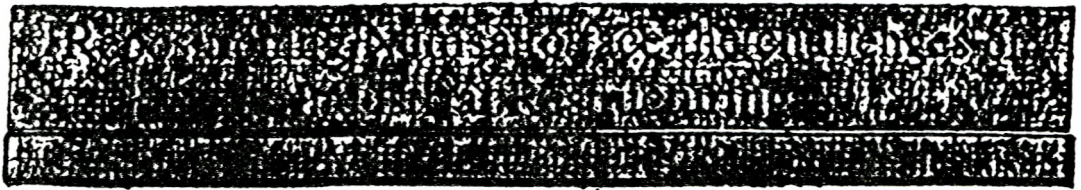


**NATIONAL UNION OF METALWORKERS OF SOUTH AFRICA [WESTERN CAPE REGION]**

**REGISTER OF MEETINGS ATTENDED IN 1993**

**R O S C**

	JAN	FEB	MAR	APR	14 MAY	JUNE	JULY	AUG	SEPT	6 OCT	NOV	DEC
<b><u>ATLANTIS LOCAL</u></b>  D. MC CALLUM R. PRINCE S. ARRIES					✓ ✓ ✓					✓		
<b><u>BELLVILLE LOCAL</u></b>  M. LOUW D. XAMLASHE					✓					✓		
<b><u>BOLAND LOCAL</u></b>  M. ISAACS A. TITUS J. JOSEPH G. FLIPPES					✓ ✓ ✓					✓		



This requires a new approach to Collective Bargaining and Organising

Different Collective Bargaining forums are needed to facilitate the new bargaining strategy around training, grading and industry policy

Numsa structures need to be changed to ensure:

- Greater efficiency and use of resources
- More control and power to members at shopfloor level
- Improved service to our members

NEGOTIATING  
FORUMS  
CODESA

IG

Constituent  
Assembly  
National Peace  
Accord  
Patriotic Front

CONSTITUTIONAL  
PROCESSES &  
LEGAL SYSTEM  
CODESA Working  
Groups  
Constitutional  
Commissions  
Bill of Rights  
Legal System  
Workers Charter

ALLIANCE  
STRUCTURES  
CODESA  
National Economic  
Forum  
National Peace  
Accord Operations  
Group  
Alliance Political  
Structure

POLITICAL

UNITED SA FRONT

BUILD A NATIONAL UNION

## ORGANISATION

### GENERAL SECRETARY

- NUMSA Constitutional Structures
- COSATU Constitutional Structures
- National Office Bearer
- International
- Information
- Overall Co-ordination
- Legal

### ADMINISTRATION & PERSONNEL

- Accounting & Financial Records
- Membership Records
- Processing Claims
- Filing Systems
- Travel Arrangements
- Restructure HQ
- Staff Records
- Employment Procedure
- Discipline
- Conditions of Employment

### ORGANISING

- Link to Admin
- Leadership Development
- Staff Development
- Assessment & Career Path
- Service to Members
- Organising Strategies
- Campaigns
- Support for Collective Bargaining
- Liaison with Legal Dept
- Organisation Evaluation
- Regional Development

### EDUCATION & TRAINING

- Basic Information
- Intermediate Education
- Educator Training
- Organisational Skills
- Policy & Research
- Advanced Staff Development
- Publications

### Macro Policy

Growth Path  
Tax System  
Capital Markets  
Financial System  
Investment Code  
Civics  
Role of Civil Society  
Land

### INDUSTRIAL STRATEGY

#### National

- Human Resources
  - Technology
  - Tariffs
  - Investment
  - Public Works
- #### Industry
- Job Creation
  - Negotiating Forum
  - Link with Wage Bargaining
  - Public Sector

### DEVELOPMENT

Housing  
Electricity/Energy Policy  
Transport  
Local Government  
Regional  
Education  
Health

### LABOUR MARKET

LRA  
NMC  
NEIB  
WCA  
UIF  
BCOEA  
Health & Safety Act

Alliance  
COSATU

### SOCIO-ECONOMIC

PRESSION AND ECONOMIC EXPLOITATION  
(SOCIALISM)

NUMSA

### RESTRUCTURE INDUSTRY

### COLLECTIVE BARGAINING

#### INDUSTRIAL STRATEGY

- Job Creation
- Technology
- Investment/Financing
- Tariffs
- Tax
- Human Resource Development
- Markets
- Industrial Democracy

#### COLLECTIVE BARGAINING STRUCTURES

IC and HA Relationship  
MIC Restructuring  
AIC Consolidation  
Co-ordinating and Systematising RA's  
Extension of Worker Rights  
Fight for New Rights

#### BENEFITS

Pension/Provident Fund Conversion  
Individual Company Provident Funds  
into National Industry Fund  
Health Care

#### WAGES & CONDITIONS

Core demands  
Negotiate guidelines at national level on retrenchments, childcare facilities

#### RESEARCH

Industry Profile  
Industrial Strategy  
CB ROD  
AUTO  
Electronics  
Benefitisation  
Training & Grading  
Educational Modules

## **OBJECTIVES:**

To establish rational collective bargaining forums that can facilitate the bargaining of :

*Uniform labour market conditions across all Numsa sectors ( Training and education, benefits, employment conditions, minimums wages, employment security, worker and union rights etc)*

*Specific industry/sectoral development strategies*

*Proposals to deal with sectoral differences ( some sectors are more profitable than others, some are in long term decline while others are growing)*

*All issues related to plant level restructuring and remuneration*

# **OBJECTIVES IN RESTRUCTURING BARGAINING**

## **1. NATIONAL & PLANT LEVEL BARGAINING.**

- National minimum wages for each of the new grades across all sectors
- Common forum to negotiate demands such as CPI increases or reductions in hours.
- Plant level negotiations over payments for productivity over the national minimum.

## **2. SINGLE NATIONAL EMPLOYER/UNION NEGOTIATING FORUM FOR THE TOTAL METALS AND ENGINEERING INDUSTRY.**

## **3. A UNION ORGANISATIONAL STRUCTURE BASED ON INDUSTRY SECTORS**

- Sectors based on common interests in terms of industry policy and work organisation. eg. Labour intensive consumer products or capital intensive basic metals-steel/aluminium.
- Integration of education, research and publicity to service the new sectors.
- No distinction between bargaining and organising functions.

## **3. INDUSTRY POLICY DEVELOPED IN THE NEW SECTORS.**

- Bring industry policy development closer to worker leadership through the sectors.
- Develop industry policy forums on a sector basis
- Bring industry policy negotiations closer to bargaining where the union has more influence and workers more knowledge.



# STRATEGIC OBJECTIVES.

## SHORT TERM

### NICISEMI

- Break into sectors under main agreement eg.consumer prod.
- Remove components to auto
- Combine House Agr. into single capital intensive

### AUTO NBF

- Bring in tyre & components from NICMI & NICISEMI

### TYRE NBF

- Amalgamate with auto

### NICMI

- Remove components & redevelop as a service sector

## LONG TERM

Negotiate a single national employer/ union forum for all metals and eng.

Establish sector negotiating forums for both Industry Policy and Industrial issues

Establish single benefits funds for all sectors

Establish one industry Education and Training Board for all sectors

## UNION STRUCTURES

One national bargaining policy forum to frame overall demands such as CPI, hours or benefits

Sector councils to implement national framework & develop sector strategies

Train shop stewards in sector strategies

One national education, research and publicity unit to service sectors councils.

More specialised training of organisers to deal with sector issues

LEVEL	DEFINITION	ISSUES	STRATEGY
INDUSTRY	Metals & engineering in the broadest sense All NUMSA's coverage	Macro industry policy Education & training Common 7 grade structure & % Benefit funds National demands	Manufacturing industry Policy Council Restructure industry councils Amalgamate benefit funds Single ITB with sub-committees
SECTOR	Based on common economic/industrial interests eg.Auto/tyre /components or basic metals/capital intense	Determine minimum wages on national differentials Develop sector specific training modules Sector industry pol.	Determine rational industry sectors
PLANT/CO.	One company or single plant as the bargaining unit not sub-plants or "business units" to negotiate productivity increases.	Maximum wages neg. around productivity Implementation of sector and industry agreements.	Ongoing shop steward education on a sector basis around work org.& skill issues



SEIFSA  
NAMSA  
MIF

## NATIONAL METALS & ENGINEERING NEGOTIATING FORUM

ISSUES: -10% CPI increase  
-35 hour week  
-National skills standards  
-Export assistance program

NUMSA NATIONAL  
SECRETARY &  
BARGAINING UNIT  
REPRESENTATIVES

DAMSA  
SEIFSA

## CONSUMER PRODUCTS SECTOR COUNCIL

ISSUES -Sector specific skill dev.  
-tariff recommendations  
-Adjust scheduled minimums for  
national increase

SECTOR NATIONAL  
ORGANISER &  
SECTOR SHOP  
STEWARDS REPS.

COMPANY

## TEK APPLIANCES DURBAN/NEWCASTLE/EAST LON.

ISSUES: -Plant wide productivity increases  
-training plans  
-Work organisation strategies  
-shift rosters to implement  
national agreement on hours

SHOP STEWARDS  
SPECIALIST OR  
LOCAL ORG.

**NATIONAL SECRETARY'S  
OFFICE**

**NATIONAL COORDINATOR  
FINANCE AND  
ADMINISTRATION  
UNIT**

- computing
- finance
- staffdev.
- membership
- bookings
- asset  
management

**NATIONAL COORDINATOR  
EDUCATION, RESEARCH  
& PUBLICITY UNIT**

- information services
- research & data
- central resource centre
- education program  
development
- publications

**REGIONAL ADMIN.  
STAFF**

**LOCALS**

**REGIONAL EDUCATION  
OFFICERS**

**LOCALS**

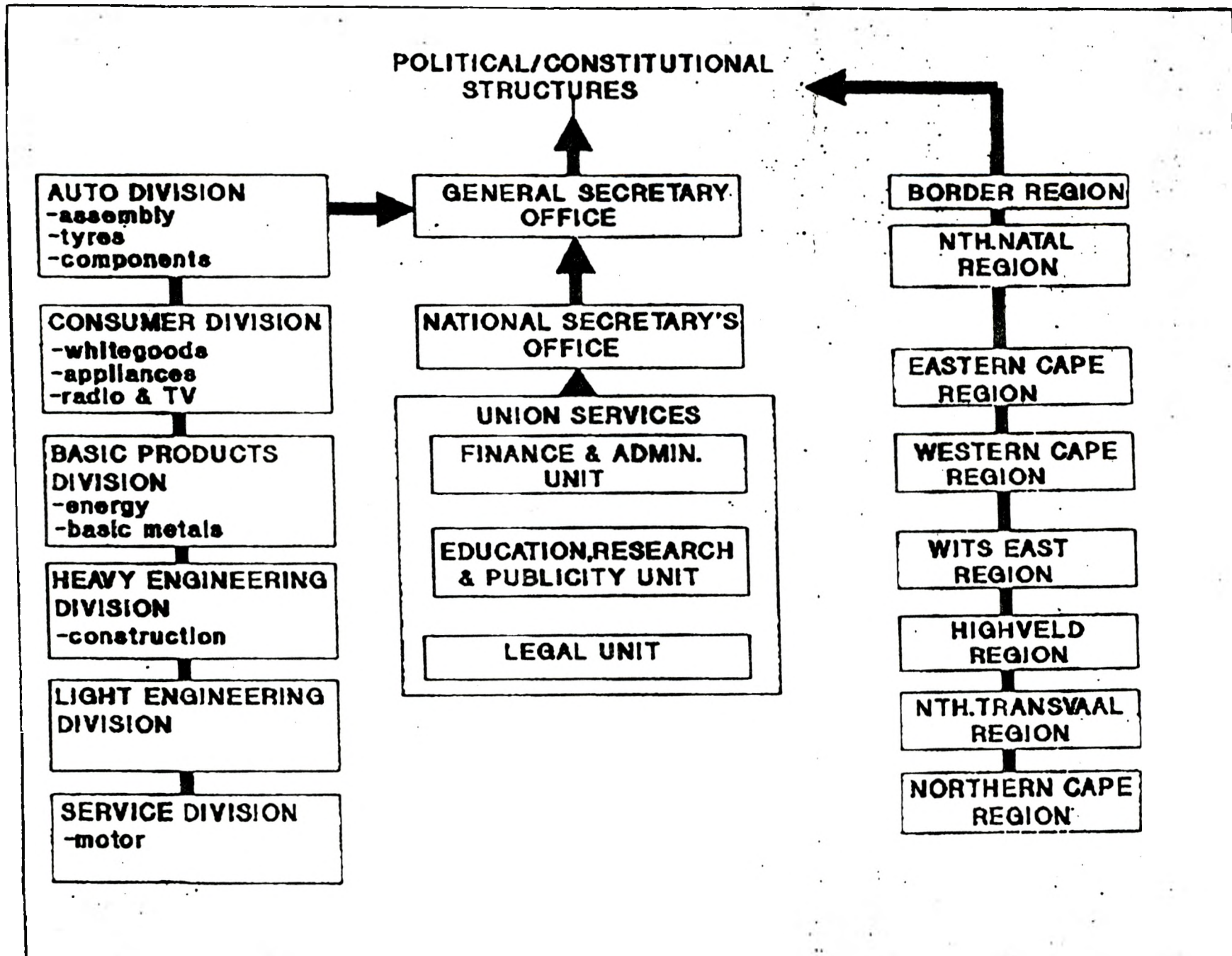
```
graph TD; A[NATIONAL COORDINATOR  
LEGAL SERVICES UNIT  
-legal advice  
-advocacy  
-legal research] --> B[REGIONAL LEGAL  
OFFICERS]; B --> C[LOCALS];
```

**NATIONAL COORDINATOR  
LEGAL SERVICES UNIT**

- legal advice
- advocacy
- legal research

**REGIONAL LEGAL  
OFFICERS**

**LOCALS**



# CONSTITUTION

## Contents:

1. Preamble
2. NUMSA Membership
3. NUMSA Structures
4. NUMSA Regions
5. NUMSA Office Bearers
6. NUMSA CC Delegates
7. NUMSA Policies
8. NUMSA Addresses
9. National Meetings 1988
10. COSATU Affiliates and Membership



## **Preamble to NUMSA Constitution**

**We, the members of the National Union of Metalworkers of South Africa, firmly commit ourselves to a united South Africa, free of oppression and economic exploitation.**

**We believe this can only be achieved under the leadership of the organised and united working class. Our experience has taught us that to achieve this goal we must:**

- **fight to oppose discrimination in all its forms within the union, in the factories and in society.**
- **strive for maximum unity among organised metalworkers and organise every unorganised metalworker into our national industrial union**
- **ensure that all levels of our union are democratically structured and controlled by the worker members themselves through elected member committees**
- **encourage democratic worker leadership and organisation in our factories and in all spheres of society**
- **reinforce and encourage progressive international worker-to-worker contact so as to strengthen the world-wide society of metalworkers.**

**We call on all metalworkers who identify with these principles and aims to join us and the metalworkers we represent, as comrades in the struggle ahead. We call on all metalworkers to set aside any prejudices they may have and strive for unity under the guiding slogan of the international working class:**

**"From each according to their ability; to each according to their needs."**

## OTHER RESOURCES

**TITLE:** WHERE DOES WORKER EDUCATION TAKE PLACE

**AUTHOR:** LACOM (Dbn)

**NO. OF PAGES:** 60

**PUBLISHER:** LACOM (Dbn)

**AVAILABLE:** All LACOM branches, Numsa Education Officers

**CONTENT:** *The booklet deals with the various events which are organised by the trade unions at which education can take place. Many events such as mass meetings are not seen for their potential as events in which education take place. The booklet tries to look at all such events, the methods which could be used for education. The difficulties which can be encountered and some ideas on what can be done. It does not deal with methods in detail.*

**TITLE:** RIGHT TO LEARN - The struggle for education in South Africa

**AUTHOR:** Prepared for SACHED by Pam Christie

**NO. OF PAGES:** 272

**PUBLISHER:** SACHED Trust / Ravan Press Publication

**AVAILABLE:** SACHED, University Libraries or any bookshop

**CONTENTS:** *This book deals with debates about education in South Africa. It raises lots of issues for discussion and suggests ways of understanding these.*

**TITLE:** ADULT EDUCATION FOR A CHANGE

**AUTHOR:** Edited by Jane L. Thompson

**NO. OF PAGES:** 223

**PUBLISHER:** Hutchinson

**AVAILABLE:** SACHED Library and University Libraries and bookshops

**CONTENTS:** *This book deals with theoretical issues involved in adult education and gives first hand accounts of radical educational work in England, Northern Ireland and Italy.*

# NATIONAL MEETINGS - 1988

	NUMSA NEC	NUMSA CC	NUMSA FIN.COM	COSATU CEC	COSATU EXCO
January	23/24		30		29
February		6/7	27	12/13/14	
March	19/20		28		
April			30		15
May	21/22		28	6/7/8	
June		18/19	25		24
July			30	8/9/10	
August			27		
September	24/25		24		23
October		22/23	29	14/15/16	
November	19/20		26		18
December			10		

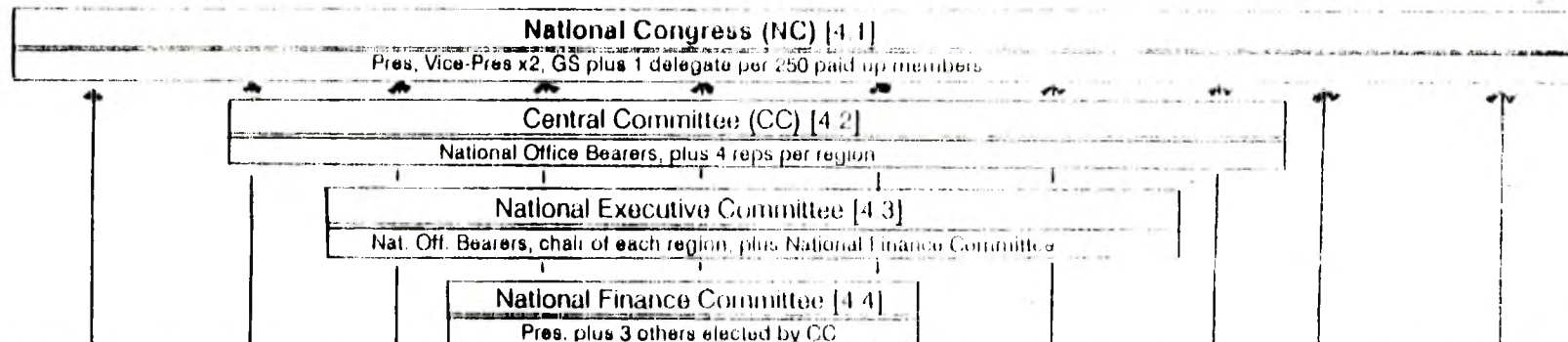


## NATIONAL MEETINGS - 1988

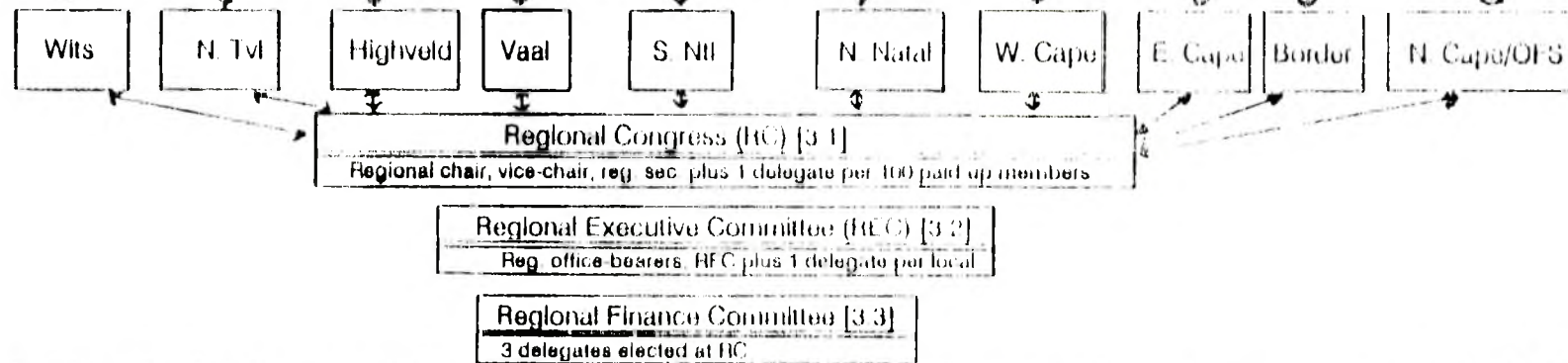
	NUMSA NEC	NUMSA CC	NUMSA FIN.COM	COSATU CEC	COSATU EXCO
January	23/24		30		29
February		6/7	27	12/13/14	
March	19/20		26		
April			30		15
May	21/22		28	6/7/8	
June		18/19	25		24
July			30	8/9/10	
August			27		
September	24/25		24		23
October		22/23	29	14/15/16	
November	19/20		26		18
December			10		

# STRUCTURES OF INQUIRY

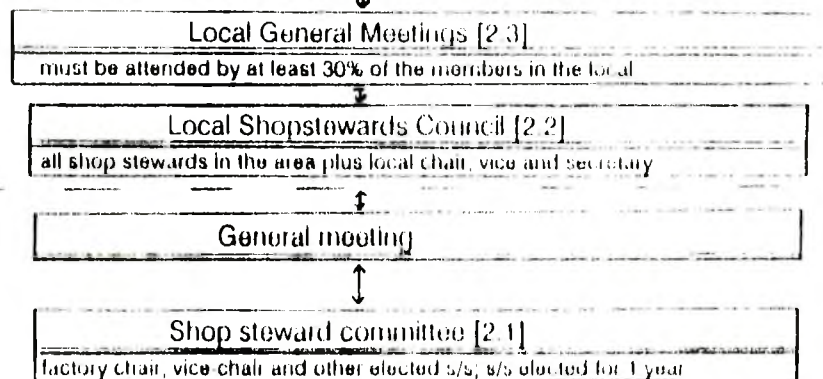
## NATIONAL



## REGIONAL



## LOCAL



## FACTORY/WORKPLACE

[Note: numbers in square brackets eg [3.1] indicate the clause which governs that particular structure in the Constitution]

ATTENDANCE :

2.1 The following company's were consistent in their attendance of LSSC's and LOSC's ;

1. ADE
2. AMC
3. Tedelex
4. Grapnel
5. Elvinco
6. Eversteel
7. STI
8. GUD
9. PFC
10. K.E.W (Klipheuwel)

2.2 Company's who seldom or poorly attended:

1. Atlantis Forge
2. CK
3. Bremco
4. AEG
- \* 5. WPK (Malmesbury)
- \* 6. Prima Tyres (Malmesbury)
7. Probuilt Diesel

2.3 Those who did not attend :

- \* 1. Sachal (Vredenburg)
- \* 2. Seabird (Saldanha)
- \* 3. Van Schoor (Philadelphia)

\* Largely due to transport problems

...../3

## NUMSA Central Committee Delegates

### **Northern Transvaal**

Johannes Bokaba, T. Meme,  
F. Rammule, S. Matabane

### **Northern Natal**

Vincent Shandu, Derek Phiri  
Alfred Cele, Geoffrey Vilane

### **Southern Natal:**

Maxwell Xulu, Agrippa Mbatha  
Clive Mathurine, Khayo Madlala

### **Vaal**

Johannes Hialele, S. Maqubela  
W. Madupela, G. Mkwanazi

### **Witwatersrand:**

Hilton Mashigo, N. Ngale  
E. Hope, C. Bezuidenhout

### **Eastern Cape:**

John Gomomo, Arthur Williams  
Hennington Vena, Themba Zaula

### **Western Cape:**

D. Olifant, C. Gertze  
D. Omar, E. Loeks

### **Border:**

Sidney Nyengane, Wellington Nonyukela  
B. van der Byl, M. Tom

### **Highveld:**

P. Kgorutle, Isaac Vilakazi  
William Sehlola, Piet Magagula

### **Northern Cape/OFS**

Solly Mosala, George Williams  
Richard Selekisho

## Regional Office Bearers

### Northern Transvaal

**Regional Secretary:** Francis Motsepe  
**Chairperson:** Johannes Bokaba  
**Vice Chair:** Peter Magagula

### Northern Natal

**Regional Secretary:** Willies Mchunu  
**Chairperson:** Vincent Shandu  
**Vice Chair:** Derek Phiri

### Southern Natal:

**Regional Secretary:** Ekkie Esau  
**Chairperson:** Maxwell Xulu  
**Vice Chair:** Agrippa Mbatha

### Vaal:

**Regional Secretary:** Petrus Moloi  
**Chairperson:** Johannes Hialele  
**Vice Chair:** Samuel Nhlapho

### Witwatersrand:

**Regional Secretary:** Rolly Xipu  
**Chairperson:** Hilton Mashigo  
**Vice Chair:** Alpheus Makhadi

### Eastern Cape:

**Regional Secretary:** Gloria Barry  
**Chairperson:** John Gomomo  
**Vice Chair:** Arthur Williams

### Western Cape:

**Regional Secretary:** Joe Foster  
**Chairperson:** D. Olifant  
**Vice Chair:** I. Abrahams

### Border:

**Regional Secretary:** Viwe Gxarisa  
**Chairperson:** Sidney Nyengane  
**Vice Chair:** Wellington Nonyukela

### Highveld:

**Regional Secretary:** Frank Boshiele  
**Chairperson:** P. Kgorutle  
**Vice Chair:** Isaac Vilakazi

### Northern Cape/OFS

**Regional Secretary:** Reg Pienaar  
**Chairperson:** Solly Mosala ★  
**Vice Chair:** George Williams

# PROGRAMME

## Morning

Arrival

Day 1

## Afternoon

## Morning

Arrival

Day 2

## Afternoon

## Morning

Arrival

Day 3

## Afternoon

## Contents:

1. Preamble
2. NUMSA Membership
3. NUMSA Structures
4. NUMSA Regions
5. NUMSA Office Bearers
6. NUMSA CC Delegates
7. NUMSA Policies
8. NUMSA Addresses
9. National Meetings 1988
10. COSATU Affiliates and Membership



# NUMSA Addresses

**Krugersdorp/Roodepoort:**

2nd Floor

22 Station Street

1725 ROODEPOORT

P.O. Box 1659

1725 ROODEPOORT

Tel: 011-760 1055

**Springs:**

13 Palladium Building

Cnr Third Avenue &amp; 4th Street

1559 SPRINGS

Tel: 011-815 4905/6

P.O. Box 2050

1560 SPRINGS

Telex: 421355

**Tembisa/Kempton Park:**

Room 11 First Floor

Tembi Shopping Centre

1628 TEMBISA

P.O. Box 250

1628 TEMBISA

Tel: 011-920 2214/0

**3. Highveld Region****Ermelo:**

21 Murray Street

2350 ERMELO

Tel: 01341-4512

P.O. Box 275

2350 ERMELO

**4. Vaal Region****Vanderbijlpark:**

39 F.W. Beyers Street

1911 VANDERBIJLPARK

Tel: 016-819 702

P.O. Box 865

1930 VEREENIGING

Telex: 743360

**Vereeniging:**

39A Beaconsfield Avenue

1930 VEREENIGING

Tel: 016-211023

P.O. Box 865

1930 VEREENIGING

Telex: 743360

**Klerksdorp:**

59 Boom Street

2571 KLERKSDORF

Tel: 018-29184 0

**5. Southern Natal****Durban Central:**

5 Eaton Road

Congella

4001 DURBAN

Teletex: 650237

P.O. Box 18109

4014 DALBRIDGE

Tel: 031-259513/4

Telefax: 031-257852

NICKAS NICKAS  
DANIEL NICKAS  
IWA INTSCELNGER  
JOSEPH NICKAS  
KENNETH NICKAS  
NICKAS NICKAS  
ISIAH NICKAS  
NICKAS NICKAS

ISAAC NICKAS  
ALEX NICKAS  
COLLIN NICKAS  
NICKAS NICKAS  
NICKAS NICKAS  
NICKAS NICKAS  
NICKAS NICKAS

MONGER  
STEPHEN NICKAS  
KNOX NICKAS  
KNOX NICKAS  
KNOX NICKAS  
KNOX NICKAS  
KNOX NICKAS



---

**11. NUMSA Supported Co-ops**

SAWCO	P.O. Box 156
Range Avenue	3290 HOWICK
3290 HOWICK WEST	Tel: 03321-2864
Telex: 643535 (COSATU - Pmb)	

NUMSA Eastern Cape Co-op Project	
Room 103	P.O. Box 4097
8 Lotus Building	6014 KORSTEN
Cottrell Street	Tel: 041-431985/6
6001 PORT ELIZABETH	Teletex: 245053
	Telefax: 041-414092

**11. NUMSA Supported Co-ops**

SAWCO  
Range Avenue  
3290 HOWICK WEST  
Tel: 643535 (COSATU - Pmb)

P.O. Box 156  
3290 HOWICK  
Tel: 03321-2864

**NUMSA Eastern Cape Co-op Project**

Room 103  
8 Lotus Building  
Cottrell Street  
6001 PORT ELIZABETH

P.O. Box 4097  
6014 KORSTEN  
Tel: 041-431985/6  
Teletex: 245053  
Telefax: 041-414092

# NUMSA Addresses

## 7. Western Cape

205 Palace Building  
1-3 Malta Road  
7925 SALT RIVER  
Tel: 021-476180/1

P.O. Box 64  
7925 SALT RIVER  
Teletex: 555167  
Telefax: 021-475043 (COSATU)

LES KETTER WAS  
REBBIE SAMBENHOFER  
SULAMMAN SAMBENHOFER  
SALT RIVER

## 8. Eastern Cape

1st Floor Moti Building  
35 Cottrell Street  
6001 PORT ELIZABETH  
Tel: 041-414971

P.O. Box 4097  
6014 KORSTEN  
Teletex: 245605  
Telefax: 041-414092

LES KETTER WAS (REGIONAL WAS)  
GAVIN HARTCHER  
PORT ELIZABETH

## 9. Border

1st Floor ABC Building  
19 Terminus Street  
5201 EAST LONDON

P.O. Box 1732  
5200 EAST LONDON  
Tel: 0431-28498/24711  
Telex: 250535

## 10. Northern Cape/OFS

Room 3  
13 Market Street  
8300 KIMBERLEY

P.O. Box 1470  
8300 KIMBERLEY  
Tel: 0531-23602  
Teletex: 255517

GERALD WILLIAMS

## NUMSA Office Bearers

**President**

**Daniel Dube**

s/s SKF

**First Vice-President**

**David Madupela**

s/s Boart

**Second Vice-President**

**Percy Thomas**

s/s Market Toyota

**General Secretary**

**Moses Mayekiso**



**Cde Dube**



**Cde Madupela**



**Cde Thomas**



**Cde Moses Mayekiso**

# NUMSA Addresses

**Krugersdorp/Roodepoort:**  
2nd Floor  
22 Station Street  
1725 ROODEPOORT

P.O. Box 1659  
1725 ROODEPOORT  
Tel: 011-760 1055

**Springs:**  
13 Palladium Building  
Cnr Third Avenue & 4th Street  
1559 SPRINGS  
Tel: 011-815 4905/6

P.O. Box 2050  
1560 SPRINGS  
Telex: 421355

**Tembisa/Kempton Park:**  
Room 11 First Floor  
Tembi Shopping Centre  
1628 TEMBISA

P.O. Box 250  
1628 TEMBISA  
Tel: 011-920 2214/0

## 3. Highveld Region

**Ermelo:**  
21 Murray Street  
2350 ERMELO  
Tel: 01341-4512

P.O. Box 275  
2350 ERMELO

## 4. Vaal Region

**Vanderbijlpark:**  
39 F.W. Beyers Street  
1911 VANDERBIJLPARK  
Tel: 016-819 702

P.O. Box 865  
1930 VEREENIGING  
Telex: 743360

**Vereeniging:**  
39A Beaconsfield Avenue  
1930 VEREENIGING  
Tel: 016-211023

P.O. Box 865  
1930 VEREENIGING  
Telex: 743360

**Klerksdorp:**  
59 Boom Street  
2571 KLERKSDORF

Tel: 018-29184 6

## 5. Southern Natal

**Durban Central:**  
5 Eaton Road  
Congella  
4001 DURBAN  
Teletex: 650237

P.O. Box 18109  
4014 DALBRIDGE  
Tel: 031-259513/4  
Telefax: 031-257852

NICHAS NICKLE  
DANIEL KUPPERA  
IWA NTSELENGE  
JOSEPH MALLANE  
KENNETH MKHAMISO  
MOSES HONGWE  
ESIAH THAGA  
ANDREW PHE

ISAAC SEKHARANG MATSIRANG MAFENA  
ALEX MOKI  
COLLIN SUNDUZA MABONSELA (ORGANIZER)  
EDDIE RAMATSE  
MARRIMAN MABIKANE  
KENNETH JUMA

MONTGOMERY (ORGANIZER)  
STEPHEN FATHOSO  
KNOCK NKUNA  
ESION MASHOGU  
ERWAK KUBU  
PAULUS SIKHCHO

# NUMSA Addresses

## 7. Western Cape

205 Palace Building  
1-3 Malta Road  
7925 SALT RIVER  
Tel: 021-476180/1

P.O. Box 64  
7925 SALT RIVER  
Teletex: 555167  
Telefax: 021-475043 (COSATU)

LES KETTLER BAS  
SIBBIE RAUBENHEIMER  
SUKADIAN SAIDULAH  
S/31 BOWEN  
S/31 BOWEN

## 8. Eastern Cape

1st Floor Moti Building  
35 Cottrell Street  
6001 PORT ELIZABETH  
Tel: 041-414971

P.O. Box 4097  
6014 KORSTEN  
Teletex: 245605  
Telefax: 041-414092

LES KETTLER BAS (REGIONAL EAC)  
GAVIN HARTFORD (COORDINATOR)  
DUTY FREE TEAM (S/S)

## 9. Border

1st Floor ABC Building  
19 Terminus Street  
5201 EAST LONDON

P.O. Box 1732  
5200 EAST LONDON  
Tel: 0431-28498/24711  
Telex: 250535

## 10. Northern Cape/OFS

Room 3  
13 Market Street  
8300 KIMBERLEY

P.O. Box 1470  
8300 KIMBERLEY  
Tel: 0531-23602  
Teletex: 285517

GEORGE WILLIAMS



## COSATU Affiliates and Membership - May 14, 1988

Union	Membership
1. ACTWUSA ( <i>Amalgamated Clothing, Textile Workers Union of SA</i> )	68 507
2. CAWU ( <i>Construction and Allied Workers Union</i> )	18 176
3. CCAWUSA ( <i>Commercial, Catering and Allied Workers Union of SA</i> )	42 221
4. CWIU ( <i>Chemical Workers Industrial Union</i> )	32 739
5. FAWU ( <i>Food and Allied Workers Union</i> )	65 803
6. NEHAWU ( <i>National Education, Health and Allied Workers Union</i> )	5 876
7. NUM ( <i>National Union of Mineworkers</i> )	207 941
8. NUMSA ( <i>National Union of Metalworkers of SA</i> )	156 519
9. PPAWU ( <i>Paper Printing and Allied Workers Union</i> )	25 046
10. SAMWU ( <i>South African Municipal Workers Union</i> )	14 892
11. SADWU ( <i>South African Domestic Workers Union</i> )	8 700
12. SARHWU ( <i>South African Railway and Harbour Workers Union</i> )	23 685
13. TGWU ( <i>Transport and General Workers Union</i> )	21 046
14. NUWCC ( <i>National Unemployed Workers Coordinating Committee</i> )	
<b>TOTAL</b>	<b>691 151</b>

(Credentials presented to COSATU Special Congress 14 May 1988 - figures represent paid up membership, not signed up.

Note: NUMSA and CWIU asked for it to be noted in the Congress that they were unhappy about the way in which SADWU's and CAWU's membership had been verified.)

# Interim report (unaudited) for the

## Comment:

### Operations

#### Cement

Volumes declined by 7% compared to the same period last year and operating profit decreased accordingly.

#### Lime

Volumes decreased by 14% resulting in lower operating profit.

#### Investment income

Cash available for investment decreased and net investment income declined as a result.

#### Taxation

The effective rate of taxation is substantially lower than that applicable to the previous half year due to allowances on current mining capital expenditure as well as the announced reduction in the official company tax rate.

#### Prospects

Cement volumes for the second half of the year are expected to be in line with volumes in the second half of last year, while lime volumes could show a further small decline.

An increase in earnings per share in line with that achieved in the first six months is forecast for the full year.

#### Dividend

An interim dividend of 45 cents has been declared being an increase of 7% over the interim dividend in 1990.

For and on behalf of the Board

J C Hall, Chairman

J E Hodgkiss, Group Managing Director

15 May 1991

## Group income statement

	Six months ended 31 March 1991 Rm	31 March 1990 Rm	% change	Ye ende 30 Sep 1990 R
Turnover	377.0	358.8	5	740.1
Operating income	79.7	85.7	(7)	172
Net investment income	6.1	10.6	(43)	20
– Interest received	6.4	10.0		17
– Dividends	3.3	2.1		7
	9.7	12.1		25
– Less interest paid	3.6	1.5		5
Net income before taxation	85.8	96.3	(11)	192
Taxation	33.5	48.3	(31)	83
Net income after taxation	52.3	48.0	9	109
Attributable to:				
– Outside shareholder in subsidiary company	1.7	1.0		2.4
– Shareholders in PPC	50.6	47.0	8	106.7
Extraordinary item – profit on disposal of property	0.2	0.3		0.5
Number of shares upon which earnings per share is based (000)	40 250	40 052		40 086
Earnings per share (cents)	125.7	117.3	7	266.2
Dividend per share (cents)	45.0	42.0	7	150.0
Dividend cover	2.8	2.8		1.6

## Other group salient features

	31 March 1991	30 Sep 1990
Net asset value per share (cents)	1 360	1 279
Total borrowings: total shareholders' funds (%)	9	8
Total liabilities: total shareholders' funds (%)	23	36
Current ratio	2.2:1	1.7:1
Capital expenditure (Rm)	34.5	61.4
Capital commitments (Rm)	83.4	117.5
– contracted	57.5	80.7
– approved	24.8	34.9
– financial lease commitments	–	0.7
– operating lease commitments	1.1	1.2

## Divisional analysis

	Turnover Rm	Six m 1991 Operating profit before interest Rm
Cement	220.7	49.8
Lime	73.8	24.4
Other	82.5	5.5
	377.0	79.7



**TITLE:** PEOPLE'S EDUCATION - An Examination of the Concept  
**AUTHOR:** Glenda Kruss  
**NO. OF PAGES:** 43  
**PUBLISHER:** University of the Western Cape  
**AVAILABLE:** University of the Western Cape and (CACE) Resource Centre, SACHED library, Wits Education Policy Unit Resource Centre

**CONTENTS:** *This report examines the concept of People's education in South Africa December 1985, when the call for People's Education was first made, to September 1987.*

**TITLE:** PEOPLE'S EDUCATION FOR TEACHERS  
**AUTHOR:** Edited by University of the Western Cape  
**NO. OF PAGES:** 53  
**PUBLISHER:** University of the Western Cape  
**AVAILABLE:** SACHED library, University of the Western Cape (CACE), Resource Centre, Wits Education Policy Unit Resource Centre.

**CONTENTS:** *The book deals with papers presented at a conference for teachers organised by the National Education Crisis Committee and the University of the Western Cape. It includes a paper by Alec Erwin on "A Trade Union Perspective" of People's Education. It also includes accounts of how people have tried to implement People's Education in South Africa and Latin America.*

**TITLE:** WHAT IS PEOPLE'S EDUCATION  
**AUTHOR:** Centre for Adult and Continuing Education (CACE)  
University of the Western Cape  
**NO. OF PAGES:** 52  
**PUBLISHER:** University of the Western Cape  
**AVAILABLE:** University of the Western Cape (CACE) Resource Centre, SACHED library, Wits Education Policy Unit Resource Centre

**CONTENTS:** *This book deals with experiences of running workshops on People's Education and makes suggestions for running workshops on People's Education. It also gives ideas on how to plan educational workshops.*

**TITLE:** THE THEORY OF COMMUNICATION  
**AUTHOR:** R. Kassler  
**NO. OF PAGES:** 30  
**PUBLISHER:** I.L.O.  
**CONTENTS:** *An instructional aid for Workers Educators and Trade Unions.*

Tactical advantages will be achieved by the Union by being registered.

**Therefore resolves:**

1. That the Union apply and register, in terms of the Labour Relations Act, for the metal and related industry in South Africa.

#### **4. NUMSA Membership Subscriptions**

**This Congress noting that:**

1. The unions participating in the inaugural congress all have different rates of membership subscriptions which need to be equalised so as to avoid confusion.
2. That subscriptions currently paid by members to their unions, will not be enough to ensure the financial self sufficiency and independence of the new metal union.

**Believing that:**

1. It is of the utmost importance that the new metal union should be financially self sufficient and able to support all its programmes and objectives, so as to adequately service the needs of its membership.

**Therefore resolve:**

1. That the membership subscription, due and payable by every union member, be R1.00 per member per week.
2. That such subscriptions be deducted from the member's wages by the employer on receipt of a stop order signed by the member requesting such deduction to be made.
3. That the Central Committee determine how and when to give effect to the implementation of the subscriptions after consultation with the membership.

#### **5. Membership of Industrial Councils**

**This Congress noting that:**

1. Regional and national collective bargaining in the metal industry in South Africa is done through the system of industrial councils.
2. The conditions of employment negotiated by such industrial councils are applied to the vast majority of metalworkers in South Africa.
3. There are no less than 15 000 establishments in the metal and related industries.
4. It is impossible for the Union to have plant level negotiations with all the establishments in the metal and related industries.

**Believing that:**

1. It is also the duty of the union to further the interests of its members and improve their conditions of employment.

N. Natal  
Empangeni

Isithebe

**Congress further resolves:**

1. That the Interim Central Committee shall be empowered to amend this demarcation and to add locals if it deems necessary, until the establishment of the Central Committee.

## 7. Regions

**This Congress believing that:**

1. The success of the struggle of the metalworkers union depends on a disciplined and united national organisation.
2. As the base of power of the union is the members in the locals that such power be effectively coordinated nationally through democratic worker controlled regional structures.

**Therefore resolves:**

1. That there be 11 regions in the union, that these be established before the end of October 1987, and be based as follows:-

Transvaal	(4)	Witwatersrand Highveld Northern Transvaal Vaal Triangle
Cape	(4)	Western Cape /Eastern Cape/Northern Cape Border
Natal	(2)	Northern Natal Southern Natal
OFS	(1)	Orange Free State

2. That the boundaries of the regions be determined by the Central Committee.

## 8. Affiliation nationally and internationally

**This Congress noting that:**

1. Most metal unions are affiliated to national and international labour organisations.
2. Such affiliation is in line with this union's objective to strengthen the unity of workers both in and outside of South Africa.

**Therefore resolves that:**

1. The union apply and affiliate to:

- the Congress of South African Trade Unions (COSATU)
  - the International Metalworkers Federation (IMF)
  - the International Chemical and Energy Workers Federation (ICEF)
2. To ensure maximum effort is put into the active participation in these labour organisations by our union that a committee be appointed by the central committee to deal with the question of solidarity between the union and:
    - COSATU-IMF-ICEF and,
    - any other progressive trade union or labour organisation.
  3. Such solidarity committee ensure that all structures of the union are drawn into practical action in the struggle to achieve worker unity.

## 9. National demands

**This Congress resolves:**

1. That the union build a campaign around a set of national demands. That such a campaign should be developed from the membership in the factories and locals.
2. That the national demands for such a campaign be:
  - guaranteed annual income
  - living wage of R4,50 per hour
  - 40 hour week without loss of pay
  - March 21, May 1, June 16 as national paid holidays
  - retrenchment pay of one month's salary for every year of employment
  - 6 months paid maternity leave and 14 days paternity leave
  - equal and increased technical and vocational training for females and youth.
3. That all industrial departments should actively implement these demands and report annually on progress made in all industrial sectors.
4. To therefore commit ourselves to struggle for a living wage in all sectors of the industry as soon as possible.
5. To also commit ourselves to fight all attempts at deregulation and exemptions which allow employers outside the main centres to pay slave rates and to give no benefits at all to workers.

## 10. The Right to Strike

**This Congress noting:**

That a strike involves a democratic form of struggle.

**Resolves:**

1. To campaign and respond vigorously against police and state intervention in strikes and industrial disputes.
2. To fight for the removal of the designation of essential services and that all workers be allowed to share equal rights.
3. To fight for the right of all workers to strike without dismissal.

# NUMSA Addresses

## REGIONAL OFFICES

### 1. Northern Transvaal

Room 22/23 Prenor Building  
cnr Gerrit Maritz & West Str  
0116 PRETORIA NORTH

P.O. Box 17301  
0116 PRETORIA NORTH  
Tel: 012-546 0670/1  
Telex: 321510

### 2. Witwatersrand

4th Floor McCarthy Building  
34 Eloff Street  
2001 JOHANNESBURG  
Tel: 011-331 2386/7

P.O. Box 25241  
25241 FERREIRASDORP  
Teletex: 450940

RELLY XIPU (REGIONAL SEC)  
ADRIAN BIRE (REGIONAL EDC-SEC)  
CRISS NDEBELE (REGIONAL CO-ORDINATOR)  
JOHN APPOLIS (REGIONAL EDC-SEC)

### 3. Highveld

1st Floor Alfriston Building  
440 Athlone Avenue  
1035 WITBANK

P.O. Box 1775  
1035 WITBANK  
Tel: 01351-60989  
Telex: 338535

PHILIP BAKWILE (REGIONAL SEC)  
ERENEL NKOMO (REGIONAL SEC)

### 4. Vaal

220/221 Trevor Building  
Voortrekker Street  
1930 VEREENIGING

P.O. Box 865  
1930 VEREENIGING  
Tel: 016-221763  
Telex: 743360

JOHN CAPEL (REGIONAL SEC)  
RAMOTLATSI S. NAMANE (REGIONAL SEC)  
LUCAS TABANE (REGIONAL SEC)  
HENERIC TABANE (REGIONAL SEC)

### 5. Southern Natal

301 Metal Industries House  
15 Ordnance Road  
4001 DURBAN

Teletex: 650052  
Tel: 031-326 561

LEWIS T. LIND (REGIONAL SEC)  
IAN SCOTT (REGIONAL SEC)  
MABLE SCOTT (REGIONAL SEC)  
ANDREW LARA (REGIONAL SEC)

### 6. Northern Natal

1 Waste Centre Building  
37 Morris Street  
3910 EMPANGENI RAIL

P.O. Box 7229  
3910 EMPANGENI RAIL  
Tel: 0351-24381  
Telex: 631296

C O S A T U

4.

DRAFT: FOR DISCUSSION  
PURPOSES ONLY

RECONSTRUCTION  
AND  
DEVELOPMENT  
PROGRAMME

5th Draft  
26th November 1993

58

PREFACE

1. Since the Fourth Draft of the Reconstruction and Development Programme further proposals have been developed. At a workshop on the 20th-21st November these additional inputs were discussed. This has led to substantial additions to the Fourth Draft.
2. In the short time available, it has been difficult to integrate these into a coherent and consistent draft. Accordingly regions should treat this 5th Draft very much as a working document. Certain of the proposals have not been widely discussed.
3. Feedback from the regions will be integrated into a more coherent draft for discussion at the MDM Reconstruction and Development Conference on December 11-12th 1993.

54



CONTENTSPage no.

A.	INTRODUCTION	3
B.	ATTACKING POVERTY AND DEPRIVATION	
1.	FRAMEWORK	5
2.	EDUCATION AND TRAINING	3
3.	JOB CREATION	12
4.	LAND REFORM	13
5.	HOUSING	15
6.	WATER AND SANITATION FOR ALL	19
7.	ELECTRIFICATION	21
8.	TRANSPORT	22
9.	ENVIRONMENT	22
10.	ARTS AND CULTURE	24
11.	HEALTH CARE	26
12.	SOCIAL SECURITY AND SAFETY NETS	30
13.	INTEGRATING DEVELOPMENT STRATEGIES - RURAL	32
14.	INTEGRATING DEVELOPMENT STRATEGIES - URBAN	34
C.	BUILDING THE ECONOMY	
1.	INTRODUCTION	34
2.	POLICY OBJECTIVES	35
3.	STRATEGIES	35
4.	TRADE AND INDUSTRY	36
5.	REDUCING INEQUALITY THROUGH DEMOCRATISING THE ECONOMY	37
6.	ACTIVE LABOUR MARKET POLICIES	38
7.	FINANCING THE RDP	38
8.	SOUTHERN AFRICAN COOPERATION	43
9.	SCIENCE AND TECHNOLOGY	43
10.	INSTITUTIONS	43
D.	DEMOCRATISING THE STATE	46
E.	PLANNING AND COORDINATING THE RDP	51

60

## A. INTRODUCTION

1. Like the Fourth Draft of the RDP, this 5th Draft is divided into three main sections:

- \* Attacking Poverty and Deprivation;
- \* Building the Economy;
- \* Democratising the State.

A fourth section, which still requires much greater elaboration, has been added:

- \* Planning and Implementing the RDP.

2. This 5th Draft attempts to elaborate on the Fourth Draft by beginning to make concrete, but achievable, suggestions on how to attack poverty and deprivation in our country. Four main pillars are proposed:

- \* creating opportunities for all South Africans to develop their full potential;
- \* boosting production and household income through job creation, productivity and efficiency;
- \* promoting access to basic physical and social services;
- \* establishing a social security system and other safety net mechanisms like public works, school-feeding schemes and welfare payments.

3. To ensure that all of these absolutely essential areas are addressed, there needs to be an effective programme to **BUILD THE ECONOMY**. The strategic areas around which policy programmes are developed are:

- \* trade and industry;
- \* reducing inequality through increased participation and democratisation of the economy;
- \* active labour market policies;
- \* mobilisation of funds and a non-inflationary financing programme;
- \* Southern African co-operation.
- \* ensuring an efficient, progressive tax system;

4. None of this will be possible unless there is thorough-going **DEMOCRATISATION OF THE STATE**. The state needs to be democratic, transparent and answerable to the people of South Africa. This 5th Draft makes concrete proposals on

state restructuring. The 5th Draft also strongly upholds the principles of participatory democracy. Democratic institutions need to be developed that ensure the active participation of civil society in policy formation and in the implementation of the RDP.

5. Finally, there will be no effective reconstruction, unless our policies are technically competent and unless there is careful co-ordination and coherence. For this we shall need central, provincial and local institutional structures dedicated to **PLANNING, CO-ORDINATING and IMPLEMENTING** the RDP.

## B. ATTACKING POVERTY AND DEPRIVATION

### 1. FRAMEWORK

- 1.1. Poverty in South Africa is the direct result of the apartheid system. Poverty affects millions of people, the majority of whom live in the rural areas and are women. It is estimated that there are between 17 and 18 million people living below the Minimum Living Level in South Africa, and of these at least 11 million live in rural areas (Urban Foundation Income Distribution Model, 1991).
- 1.2. With a per capita GNP of \$2530 South Africa is classified as an upper middle income country, and can afford to feed, house, educate and provide health care for all its citizens (World Bank reports). Yet the system of apartheid has created the gross and unnecessary inequalities among us. Unlocking existing resources for growth and development will be a critical challenge during the process of reconstruction.
- 1.3. Our approach to development reflects a belief that growth, equity and sustainability can reinforce each other. We are committed to a programme of sustainable development which addresses the needs of our people without compromising the interests of future generations. Our RDP therefore addresses the issues of affordability, social, institutional, environmental and macroeconomic sustainability in an integrated manner.
- 1.4. The central objective of our RDP is to improve the quality of life of all South Africans, and in particular the most poor and marginalised sections of our communities. Our RDP therefore aims to set our country firmly on the road to eliminate hunger, house all our people, provide access to safe water and sanitation for all, ensure the availability of safe, affordable and sustainable energy sources, eliminate illiteracy, provide and raise the quality of education and training for children and adults and raise the quality of our health services and make them accessible to all. At the same time our RDP will recognise and promote the rich diversity of our cultural heritage.
- 1.5. These objectives will be realised through a process of empowerment which gives the poor control over their lives and increases their ability to mobilise resources for development. Our RDP therefore reflects a commitment to grassroots, bottom-up development which is owned and driven by communities and their representative organisations.

63

1.6. The strategy for attacking poverty and deprivation rests on four pillars, namely:

- 1.6.1. creating opportunities for all South Africans to develop to their full potential
- 1.6.2. boosting production and household income through job creation, productivity and efficiency, improved conditions of employment, and creating opportunities for all to sustain themselves through productive activity
- 1.6.3. promoting access to basic physical and social services, health care and education and training for urban and rural communities
- 1.6.4. establishing a social security system and other mechanisms e.g. safety nets such as public works programmes, school feeding schemes and welfare payments to protect the poor, the disabled, the elderly and other vulnerable groups.

1.7. These pillars of the programme are elaborated in detail in terms of the following sectoral programmes:

- \* education and training
- \* job creation
- \* promoting access to land and basic services:
  - land reform
  - housing and services for all
  - water and sanitation
  - electrification
  - transportation
  - environment
  - arts and culture
  - health care
- \* social security and safety nets

1.8. The role of women with the RDP will be given particular emphasis. Women are the majority of the poor in South Africa. Mechanisms to address the disempowerment of women and boost their role within the development process and economy must be implemented. The RDP recognises and seeks to address existing gender inequalities as they affect for example access to land, housing etc.

1.9. A programme of affirmative action must address the deliberate marginalisation and exclusion from economic, political and social power of black people, women, and rural communities. Within this programme particularly vulnerable group such as farm workers, the elderly and the youth require targeted intervention.

64

- 1.10. Our RDP must also address the spatial distortions of the apartheid system, especially the exclusion of people from access to resources, and their entrapment within rural, periurban and urban ghettos. This requires a focus on disparities between and within regions which anticipates the future locational choices of households and economic activity, and overcomes the fragmentation and dislocation of apartheid spatial engineering.
- 1.11. The RDP recognizes the national importance of a rural development strategy which promotes the quality of rural life through access to services and boosting agricultural productivity and other economic activities. The overwhelming burden of poverty and landlessness in rural areas, and the projected absolute increase of the rural poor to 11,5 million by 1995 (assuming a 2,5% population growth rate: Urban Foundation, 1991) requires a specific coordinated strategy.
- 1.12. At the same time the importance of urban development strategies within the RDP is based on a recognition that urban areas account for over 80% of the country's GDP, and accommodate approximately 60% of South Africa's population. Demographic shifts will further increase the urbanisation rate. The concentration of economic activities in the cities means that ensuring the productivity of our cities will be critical in renewing growth and promoting equity at the national level. Designing a comprehensive urban strategy is therefore an important national priority for South Africa.
- 1.13. The RDP recognises the mutually reinforcing nature of urban and rural development strategies through for example the benefits of improved agriculture to the urban economy. Strategies for urban and rural development need to be integrated within the RDP in a manner which ensures that the needs of all our people are met in a balanced and equitable manner.
- 1.14. The attack on poverty and deprivation within the RDP will be coordinated at national, provincial and local levels in a manner which maximizes participation and input by local communities.
- 1.15. The lack of accurate statistics to quantify and locate the problem of poverty underlines the need for a national unit to monitor poverty and deprivation in an ongoing manner, and guide further interventions. The RDP unit within the President's office will establish an information and monitoring system as an integral component of

the RDP.

## 2. EDUCATION AND TRAINING

- 2.1. Racial segregation in education and lack of skills training represented some of the worst aspects of apartheid. As a consequence many of our people remain poorly prepared for participation in social, economic and civic life. We must develop an integrated system of education and training that provides opportunities to all, young and old, men and women, rural and urban. It must help us develop our cultures, our society and our economy.
- 2.2. **Aims and Objectives**
- 2.3. We need to reorganise the education and training system to meet the needs of the majority. We will foster community participation and a culture of teaching and learning. We will develop a national qualifications system that lets people re-enter education and training easily.
- 2.4. The democratic state will enable all children to go to school for at least ten years. It will phase in free, compulsory education as soon as possible. In addition, it will launch and develop programmes in the neglected areas of early childhood educare, adult basic education, skills training and specialised education. To support these programmes, we need to rebuild and expand our schools and teacher education.
- 2.5. **STRATEGIES**
- 2.6. **School Education**  
To achieve ten years of general education for all children, we will have to invest heavily in additional facilities and teachers. In addition, we must align the structure, curricula and certification with the new national qualifications system.
- 2.7. **STRUCTURE.** The ten year compulsory general education cycle will proceed from a preschool reception year to the present Standard 7. Education from the current Standard 8 up to the present Standard 10 will be redesigned and incorporated into an integrated postcompulsory phase of learning, coordinated at national level and resulting in a National Higher Certificate. This will integrate post compulsory schooling with training and will replace the matric with a National Higher Certificate.

66



- 2.8. **EARLY LEARNING.** The apartheid educational system led to unacceptable and unnecessary levels of frustration, failure, dropout and repetition in the early years of schooling. The new programmes, curriculum and teaching approaches for the first four years of school will take into account the language, learning and developmental needs of young children.
- 2.9. **SCHOOL BUILDINGS.** The need for school buildings will be addressed by improved use of existing facilities and a school building programme. We will empower school communities to take responsibility for the care and protection of their schools.
- 2.10. **CLASS SIZE.** Classes of 50 or more students are unacceptable. We will ensure that no class exceeds 40 students by the year 1999.
- 2.11. **FARM AND RURAL SCHOOLS.** Farm schools and community schools must be progressively integrated into the ordinary school system.
- 2.12. **CURRICULUM.** The existing curriculum bears the marks of racism, authoritarianism and outmoded teaching practices. Curriculum change takes time, but we must find points of entry to permit reconstruction to start in 1994. Major stakeholders must reach agreement through the National Education and Training Forum on the management of curriculum and examinations in the transition period. We will establish institutes for curriculum development at national and provincial levels.
- 2.13. Black education, in particular, has suffered severe deficits in the areas of science, mathematics, technology, arts and culture. Curriculum development will therefore pay special attention to these areas.
- 2.14. **National Qualifications System**  
Because of segregated education, many people were not able to complete formal educational programmes or had to acquire skills informally. By establishing a nationally integrated system we will enable learners to progress to higher levels from any starting point in the education and training system. The system will let us assess and certify skills acquired through experience.
- 2.15. Establishing a national South African Qualifications Authority (SAQA) will be a priority to underpin and develop the integration and improvement of the education and training systems.

b7



To that end, we must develop curricula that cut across traditional divisions of skills and knowledge.

- 2.16. **Adult Basic Education**  
Adult Basic education represents a key step in reconstruction and development. The Ministry and provincial departments will establish a specialised division to strengthen programmes in this area. They will work closely with labour, employers, local government, communities and donors to support a full national adult basic education programme. All reconstruction projects, and particularly programmes to create jobs, build infrastructure and support micro-enterprise, will include provision for participants to receive general education as well as technical or applied skills.
- 2.17. **Early Childhood Educare**  
The provision of educare for young children is an important step toward lifetime learning and the emancipation of women. We will expand early childhood educare by supporting an increase in private and public funding; institutionalising it within the Ministry and the provincial departments; and raising national awareness of the importance of such programmes.
- 2.18. **Special Education**  
Under apartheid the learning needs of children and adults with physical or other disabilities suffered massive neglect. The RDP will redress this situation by establishing appropriate institutional structures and intersectoral groups; mounting a national advocacy campaign to raise awareness of the issue; ensuring that existing facilities are optimally used; and developing new programmes as needed.
- 2.19. **Teachers**  
The reconstruction of education and training requires an overhaul of teacher training and industrial relations.
- 2.20. We propose the establishment of statutory National and Provincial Teacher Development Councils that can review teacher training curricula and support services. They will take special measures to increase the supply and competence of maths, science and art teachers.
- 2.21. A transparent, participatory and equitable process to review salaries and conditions of service will be established. It will guarantee a living wage

to the worst-paid teachers. It will also establish appropriate career paths and introduce criteria for the recognition and grading of teachers and trainers that support the RDP and promote professional development.

- 2.22. **Higher Education**  
Apartheid has severely constrained the higher education system. Governance systems are outmoded, and funding arrangements have led to serious crises. After consultation with stakeholders, the democratic government will appoint a representative and expert higher education commission to develop reforms that will enhance equity and support reconstruction and development.
- 2.23. **Training**
- 2.24. The RDP proposes substantially expanded training provision, which will complement both the Adult Basic Education Programme and formal schooling after Standard 7.
- 2.25. Industrial education and training boards (IETBs) with equal representation of employers and workers will develop the framework for the provision of training. A National Education and Training Board comprising the major players will coordinate the IETBs.
- 2.26. The national ministry and provincial departments of education and of labour will establish training divisions. They will consult with the National Education and Training Board on training policy issues.
- 2.27. **Training for skills development must recognise prior learning and experience; develop transferable and portable skills; include generic skills, have common competency standards and be linked to a national qualifications and accreditation system. Training programmes and schooling after Standard 7 should be integrated.**
- 2.28. **Reconstructing the Administration, Governance and Management**
- 2.29. The democratic state must develop and retrain the entire education and training bureaucracy in order to rebuild and expand education.
- 2.30. We need a single national ministry of education and training that will ensure implementation of national standards and programmes, in cooperation with provincial departments. Statutory bodies,

69

based on democratic representation of stakeholders, will establish standards and advise on policy. In this context, we will establish management structures for individual schools that reflect the interests of all stakeholders and the broader community served by the institution.

### 3. JOB CREATION

- 3.1. The democratic state must play a leading role in building an economy which offers to all South Africans the opportunity to engage productively in its activities. All "mainstream" economic policies, which are discussed in the section on Building the Economy, must focus on this objective. We cannot, however, undo the effects of apartheid overnight. In the short term, we need special measures to address unemployment.
- 3.2. A key principle is that a system of "handouts" for the unemployed should be avoided. These fellow South Africans want the opportunity to participate in the economic life of the country.
- 3.3. The basic objectives of job-creation programmes in the short term are to ensure adequate incomes; contribute to the overall development of the country; develop human resource potential; and promote community capacity and empowerment.
- 3.4. All programmes of government should take into account the need to maintain incomes and expand employment. The private sector also has responsibilities in this regard. Retrenchments in the private sector must be discouraged.
- 3.5. **A National Public Works Programme**
- 3.6. The Public Works Programme (PWP) will be based upon the capital programmes of central, provincial and local government. Currently, these programmes spend over R10 billion a year to build roads and other infrastructure. No more than 10 per cent of total expenditure, with reductions in the future, will be incurred for training and management. The costs of the NPWPA itself should not exceed 1 per cent of projects in the programme. Planning and pilot work for the PWP has already begun.
- 3.7. A strong national coordinating agency, the National Public Works Programme Authority (NPWPA) will ensure that future capital programmes give priority to job creation and training.

- 3.8. Estimates suggest that in 1994/5, the value of such a programme will be R1 billion. In the first year, it will benefit 100 000 people. By 1999, a maximum of 500 000 will participate.
- 3.9. **National Youth Service Programme**
- 3.10. The high levels of youth unemployment require special programmes. The National Youth Service Programme (NYSP) will give young people structured work experience while continuing their education and training. Implementation has already begun.
- 3.11. Care will be taken to ensure that the NYSP does not displace or substitute workers in permanent employment. Volunteers will receive a small allowance plus food and lodging.
- 3.12. A national institution will coordinate the programme in consultation with other sectors. Areas in which the NYSP could contribute include educare and literacy programmes, health, environmental protection, rural and urban infrastructure development and peace monitoring.
- 3.13. The NYSP should mobilise 50 000 volunteers in 1994/5 at a cost of R300 million. By 1999, it will have 300 000 volunteers by 1999 at a cost of R8 billion.
- 3.14. **Community Redevelopment Fund**
- The Community Development Fund is an existing drought-relief measure. The Fund makes resources available to poor communities for basic infrastructure and services. It requires that the projects provide income to the poorest community members and that communities control projects. Early indications are encouraging.
- 3.15. A Community Development Fund should be maintained under democratic governance. Its budget will be increased to R100 million a year, subject to appropriate reviews.

#### 4. LAND REFORM

- 4.1. Apartheid policies pushed millions of black South Africans into overcrowded and impoverished homelands. In addition, policies promoting capital intensive agriculture led to the eviction of millions of farm dwellers from their land and homes. The abolition of the Land Acts cannot redress inequities in land distribution. Only a tiny minority of black people can afford land on

the free market.

- 4.2. The RDP's land policy includes a fundamental land reform programme. It will aim, above all, to supply land to the poorest section of the rural population and aspirant farmers. As part of a comprehensive rural development programme, it will raise incomes and productivity.
- 4.3. The land policy will ensure security of tenure for all South Africans, regardless of their system of land-holding. It will remove all forms of discrimination in women's access to land.
- 4.4. The land reform programme has two aspects: redistribution of land to those who need it, and restitution for those who lost land because of apartheid laws.
- 4.5. The land redistribution programme will realise its objectives in various ways, including supporting communities who have acquired land through direct occupation; combining market and non-market mechanisms to provide land; and using vacant state land.
- 4.6. The state will have to provide substantial funding for land redistribution. In addition, beneficiaries will pay in accordance with their means. A land tax on rural land will help raise revenues for rural infrastructure and promote the productive use of land.
- 4.7. The redistribution programme will use land already on sale, acquired by corrupt means from the state or mortgaged to state and parastatal bodies. Where applicable, it will pay compensation as the constitution stipulates. Land acquired from the state through illegal means shall be recovered after due process of investigation.
- 4.8. The democratic government will ensure secure tenure rights for all South Africans by adopting a tenure policy that recognises the diverse forms of tenure existing in South Africa. It will support the development of new and innovative forms of tenure such as Community Land Trusts and other forms of group land-holding.
- 4.9. Women face specific disabilities in obtaining land. The land redistribution programme will therefore target women. Tenure laws will be revised appropriately.
- 4.10. The programme will include the provision of services to beneficiaries of the land reform so

that they can use their land as productively as possible. Assistance will include support for organisational development, so that communities can devise equitable and effective ways to allocate and administer land.

- 4.11. To redress the suffering caused by the policy of forced removals, the democratic government will restore land to people dispossessed by discriminatory legislation since 1913. The state will establish a Land Claims Court to ensure that restoration takes place. This court will be accessible to the poor and illiterate. It will establish processes that enable it to take speedy decisions.
- 4.12. The land reform programme, including costing, mechanisms, and a training programme, will be in place within one year after the elections. The Land Restoration programme will aim to complete its task of adjudication in five years.

## 5. HOUSING

- 5.1. The lack of adequate housing and basic services in urban townships and rural settlements today has reached crisis proportions. The urban housing backlog in 1990 was conservatively estimated at 3 million units. To this we should add an estimated 198 000 new households each year. We have no comprehensive research on the rural housing situation and the bantustans.
- 5.2. About 50 000 houses were built in South Africa in 1992. This figure could reasonably be increased to over 250 000 units each year. Even at that rate, it would take ten to fifteen years to normalise the housing situation.
- 5.3. The housing problems created by apartheid have been aggravated by the absence of a coherent national housing policy. A housing policy can help generate employment, skills and economic activity, both directly and indirectly. Large-scale provision of housing will help develop peace and stability.
- 5.4. **The National Housing Goal**
- 5.5. All South Africans have a right to a secure place to live in peace and dignity. Housing is a human right. Our first priority is to provide for needy and the homeless.
- 5.6. Although housing may be provided by a range of



parties, the state is ultimately responsible for ensuring that housing is provided to all. It must create a policy framework and legislative support that this possible.

- 5.7. **Policy Principles**  
The approach to housing, infrastructure and services must involve and empower communities: be affordable, developmental and sustainable; and support gender equality.
- 5.8. The RDP is committed to establishing viable communities in areas close to economic opportunities and health, educational and social amenities.
- 5.9. As a minimum, all housing should provide protection from weather, a durable structure, and reasonable living space and privacy, including sanitary facilities, domestic electricity supply and convenient access to clean water. Moreover, it should have secure tenure of the user's choice.
- 5.10. To meet the immediate crisis, housing programmes must also provide affordable housing and related services. Residents must be able to improve their houses or change to other housing options easily when they want to.
- 5.11. Stakeholder must establish minimum basic standards for housing types, construction, planning and development, for both units and communities.
- 5.12. Legislation must be rapidly developed to address issues such as tenants' rights, squatters' rights, consumer protection, land restoration, community participation in planning and development, and anti-discrimination protection
- 5.13. All legislative obstacles and constraints to home ownership by women must be removed. The state must promote and facilitate women's access to housing.
- 5.14. Administrative procedures must be simple, cheap, quick, transparent, must support community participation and must prevent corruption, with no form of discrimination against women.
- 5.15. Land for housing must be suitably located in geological and environmental terms. The unilateral disposal of state land must be halted and ways of making state land available for development must be developed. Land speculation must be prevented and land monopolies broken up. Land planning must involve the communities affected.

5.16. The state must provide a wide range of housing types and secure tenure options including individual and collective home ownership as well as rental. Within this range people should be able to freely exercise their choice without prejudice to subsidies and end-user finance.

5.17. **Financing**

State funds and private sector funding must be blended in order to make housing finance affordable. Monthly repayments must be based upon an affordable income percentage scale.

5.18. Subsidies must be provided in ways which reduce corruption, promote transparency, target the poor and are sensitive to gender bias. Mechanisms must be introduced which prevent speculation and downward raiding. Subsidies must apply to all tenure forms.

5.19. Housing subsidies must be paid directly to individuals, groups or community-controlled institutions. Communities must get sufficient funds to meet the entire housing needs of the community in order to ensure that communities are not divided.

5.20. State housing will be transferred to long-term residents free of charge. Any arrears will be scrapped.

5.21. End-user finance and credit must be made available for diverse tenure forms, community designs and housing construction methods. Community-controlled financing vehicles must be established and receive state support where necessary. Unemployment bond insurance packages and guarantee schemes with a demand-side orientation must be devised. Interest rates must be kept low.

5.22. **Hostels**

Hostels must be transformed, upgraded and integrated within a policy framework that recognises the numerous interest groups within hostels and provides a range of housing options including both family units and single sex accommodation for women and men. The transformation of hostels must not deny any individuals or households access to the cities, including workers who maintain a rural base, families who desire integration into the city, and women with no security net. Transformation must address safety and privacy (especially for women



and children), and the various family living conditions in the hostels.

- 5.23. Short-term repairs (including provision of basic services and a base line healthy environment) are a first priority, but must be consistent with long-term transformation. A fundamental point of departure is affordability. The state must upgrade hostels where residents cannot pay costs.
- 5.24. Hostels programmes must put appropriate dispute resolution mechanisms in place, must be linked to programmes for the unemployed, and address the legacy of migrant labour.
- 5.25. **Rural Housing**  
Rural people have specific concerns around housing, such as tenure forms on trust land, the relationship with the commercial agricultural sector, inadequate or non-existent bulk infrastructure, farmworkers housed on the farms, the legacy of apartheid removals and resettlements, access to land and land claims procedures and processes. The problems of ensuring full property and home ownership rights for women are likely to be greater.
- 5.26. **Institutional Roles**  
All actors in the housing sector need to be identified and their roles clearly defined, to enable co-ordinated and efficient housing provision. Role players include the public sector, private sector, financial institutions, housing companies, NGO's local representative structures, etc. Duplication, inefficiency and ineffectiveness need to be eliminated.
- 5.27. **Housing Construction and Building Materials**  
The costs of housing construction must be kept as low as possible while meeting the proposed standards. Bulk-buying facilities and other support mechanisms will be introduced.
- 5.28. The building materials industries must be examined, both to improve productive output and reduce costs. Cartels, price agreements and market share agreements must end, and consideration must be given to public ownership where the market fails to provide a reasonably-priced product. Community-controlled building materials suppliers will be encouraged, possibly with state subsidies to enhance competitiveness.

- 5.29. **Delivery Systems**  
Delivery systems will depend upon community participation. The roles of various entities in the private sector (construction and supplies industry, etc.), local business concerns, local co-operatives and self-build in the delivery of housing will be examined in the light of effectiveness and local benefit.
- 5.30. The beneficiary community should be involved at all levels of decision and implementation of their projects. It should benefit directly from programmes in matters such as employment, training and award of contracts.
- 5.31. Key to such participation is capacity building, and the closure of the gap between civic and local government structures. Educational institutions must be re-orientated to provide the skills needed for development.
- 5.32. The first democratic South African government should sign and implement the International Covenant on Economic and Social Rights and establish a domestic equivalent of a high-profile Covenant review committee and reporting procedure.

## **6. WATER AND SANITATION FOR ALL**

- 6.1. Over 12 million South Africans do not have access to clean drinking water and 21 million people do not have adequate sanitation (toilets and refuse removal). Just under half the rural population of about 16 million people has safe and accessible water supply, and only one in seven has access to adequate sanitation.<sup>1</sup> South Africa is a water-scarce country, with 70 per cent of the country receiving 11 per cent of the rainfall.
- 6.2. Communities have had little say in the provision of water and sanitation. Disadvantaged people have been conspicuously absent in the delivery agencies.
- 6.3. **Policy Objectives**  
  
The fundamental principle of our water resources policy is the right to access clean water - "water security for all."

---

<sup>1</sup>"Health Indicators: Policy Implications", Centre for Health Policy, WITS university, 1992

- 6.4. **Provision of Water and Sanitation**
- 6.5. The RDP's short-term aim is to provide every person with adequate facilities for health. Its immediate target is to supply 20 - 30 lcd of clean water (a protected water point within 200m meeting WHO standards), appropriate on-site sanitation and an organised communal refuse collection system.
- 6.6. In the medium term, we aim to supply enough water to support economic activity. As a target, we aim to provide 50 - 60 lcd of clean water (a protected water point in the yard meeting WHO standards; improved on-site sanitation and an appropriate household refuse collection system). The RDP's long-run goal is to provide every South African with in-house water and water borne sanitation.
- 6.7. The RDP is committed to providing operation and maintenance which will ensure minimum disruptions in service within two years. Particularly in rural areas, we will have to develop appropriate institutions, including village water committees.
- 6.8. **Financing Water and Sanitation**  
To ensure that every person can afford enough water to maintain health, the RDP will provide a lifeline tariff in both urban and rural areas that covers only operating and maintenance costs. To make services financial viable, however, we will institute additional tariffs that effectively mean urban consumers subsidise rural users and rich areas contribute to poor areas.
- 6.9. **Water Management**  
Water management must have three main goals: meeting every person's health and functional requirements; raising agricultural output and supporting economic development. Decisions on water resources must be open and justified so as to reduce conflict between competing users. The use of water must be balanced with realisation of the dangers of overuse and inappropriate disposal.
- 6.10. The RDP is committed to the strengthening of the Department of Water Affairs and Forestry as a single national agency. It will utilise education, incentives and appropriate pricing to foster conservation and reuse of water. Democratic local authorities will be strengthened to manage the water supply and sanitation at the local level.



## 7. ELECTRIFICATION

- 7.1. South Africa generates almost the cheapest electricity in the world, and Eskom has excess capacity. Still, two thirds of households in South Africa - approximately 23 million people - do not have access to electricity.
- 7.2. This situation results because racially separate local governments controlled electricity distribution. The industry is therefore terribly fragmented and unable to finance electrification in an efficient and equitable fashion.
- 7.3. **Electrification programme**  
Under the RDP, we propose 500 000 new connections a year. By the year 2000, nearly three quarters of households will have electricity.
- 7.4. **Costs**  
This programme will cost a grand total of R12 billion in capital investment, with annual investments peaking at R2 billion.
- 7.5. **Cross-subsidies from other electricity consumers**, especially those households which have enjoyed the benefits of electricity for many years, can meet a large part of these costs. The state must also provide concessionary finance, especially for the electrification of poor households in rural areas. In the case of those people who are in very remote rural areas, however, non-grid options such as solar power systems may prove preferable.
- 7.6. All households must pay for what they consume. Communities should end boycotts of electricity payments so that other households can be connected.
- 7.7. An Electrification Fund, underwritten by a government guarantee, will raise cheap bulk finance from lenders and investors.
- 7.8. **Restructuring the distribution industry**  
The existing, fragmented distribution system cannot sustain the practical work or finance the proposed electrification programme. A national Energy Policy Council (EPC) will bring together stakeholders, including the state, unions, civics and consumers, to formulate policy. Utilities will be directed by performance contracts negotiated between the EPC and utilities. Communities will participate in electrification planning, which will ensure coordination with other development programmes.

- 7.9. Publicly owned utilities will take over distribution. In the short-term, local government will be compensated for the loss of revenues.
- 7.10. A powerful independent national electricity regulator will enforce public policy, ensure long-term financial viability and act as ombud in conflicts between consumers or government and utilities.
- 7.11. The democratic state will continue to facilitate national stakeholder forums during the transition of the industry.

### 3. TRANSPORT

(Work on the transportation section is currently in progress and will be included in subsequent drafts)

### 9. ENVIRONMENT

- 9.1. Apartheid legislation distorted access to natural resources, denying the majority of South Africans the use of land, water, fisheries, minerals, wild life and clean air. Apartheid policies contributed to the degradation of the environmental resources, including soil, water and vegetation. They encouraged the overuse of fertilisers and pesticides. Environmental policies favoured business, allowing inefficient and wasteful use of water, energy and raw materials, and high levels of air and water pollution.
- 9.2. **Policy Objectives**  
The democratic state must ensure that all South African citizens, present and future, have the right to a life of well being through sustainable use of resources. To achieve this, the government will work towards
  - equitable access to natural resources;
  - safe and healthy living and working environment;
  - A participatory decision making process around environmental issues, empowering communities to manage their natural environment
- 9.3. **Strategies**  
Development strategies will respect the environment. Measures such as land reform, provision of basic infrastructure and housing and the maintenance of food security should ultimately reduce the pressure on the natural environment.
- 9.4. The democratic state will revise current environmental legislation and administration with a view to establishing an effective system of environmental

management. It will make use of environmental auditing, with provision for public disclosure. It will monitor the activities of industry which impact on the environment.

**9.5. Strategies will include:**

- 9.5.1. developing a system of waste management with emphasis on preventing pollution and reducing waste, using an appropriate mix of control methods and regulations with market based incentives and tax instruments.
- 9.5.2. participation of communities in management and decision making in wildlife conservation and the related tourism benefits.
- 9.5.3. developing environmental education programmes to rekindle our people's love for the land, empower communities to act on environmental issues and to promote an environmental ethic.

**9.6. Institutional Framework and Implementing Agencies**

South Africa has wide-ranging environmental legislation. However, responsibility for implementation is scattered over a number of departments (Agriculture, Water Affairs, Health and Mineral Resources) from national to local authority level. The Department of Environmental Affairs administers only a few of the relevant acts. This has resulted in discrepancies and anomalies.

**9.7. Fines for environmental offenses are inadequate and inconsistent** The South African legal system makes it difficult to obtain standing in the courts on environmental issues.

**9.8. The democratic government will rationalise environmental legislation into a cohesive and workable form.** It will legislate the right of access to information on environmentally harmful practices. It will also require compulsory environmental impact assessments for all large-scale projects. It will establish an environmental ombud and criminalise environmental offenses. It will review international conventions and agreements on environmental issues in order to seek compliance.

**9.9. Environmental management must be transformed to promote civil society advocacy.**

**9.10. The democratic state will form a strong Department or Ministry of Environmental Affairs.** It will also set up a Commission of Environment as an independent body to ensure transparency and



accountability on the part of agencies dealing with the environment; facilitate gathering, collation and publication of data on the environment; and provide a window for civil society to interface with public agencies responsible for the environment and natural resources.

## 10. ARTS AND CULTURE

- 10.1. Under apartheid, the culture of the majority of the population was suppressed. People and communities were denied resources and facilities to develop their own cultural expression. The state promoted distorted culture in order to accommodate apartheid ideology and needs, with a bias toward Eurocentric high art.
- 10.2. Affirmative action in culture means not only the promotion of individuals from deprived sections of the population, but also the re-affirmation of aspects of culture which have been systematically suppressed.
- 10.3. Culture is a mobilising force. We must recognise the need to organise cultural forces to support national campaigns for reconstruction and development.
- 10.4. The preservation and promotion of our national cultural heritage needs to be given priority. Historical and cultural collections and resources should be made accessible to all sections of our community, and fully reflect our rich cultural diversity.
- 10.5. Cultural policy must:
  - 10.5.1. recognise the rich and diverse expression of a national South African culture and its potential as a unifying force;
  - 10.5.2. promote and protect the right of all South Africans to practice their religions, uphold their cultures and speak languages of their choice.
  - 10.5.3. promote and preserve cultural heritage and art forms.
  - 10.5.4. promote and develop multi-lingualism as a way of building national unity.
  - 10.5.5. strive to raise the national level of literacy and numeracy, as a precondition

for many forms of creative and artistic expression

- 10.5.6. build a national culture that represents the democratic aspirations of all of South Africa's people, integrating what formally has been fragmented, and recognising national principles of non-racism, non-sexism, and democracy
- 10.5.7. ensure resources and facilities for arts and culture are accessible to all, ensuring priority to those whose culture has been suppressed and who have been deprived of access to cultural resources and production
- 10.5.8. build democratic, accountable and transparent structures and institutions in culture
- 10.5.9. allow individuals to nurture and develop their own abilities within the area of arts and culture
- 10.5.10. protect the rights of cultural workers through progressive labour and copyright laws
- 10.5.11. establish arts education at all levels of the educational system. Drafting a new curriculum incorporating culture should begin immediately. The new arts education should centre around South African culture, and work towards developing national standards.
- 10.6. The policy priorities within culture will be to provide access to culture within both formal and informal education and to develop cultural amenities. Ultimately it is the responsibility of government to provide cultural amenities to all communities. In the interim, existing resources such as school-halls, churches and civic centres should be identified and effectively utilised for the benefit of all communities.
- 10.7. A Ministry of Culture needs to be established to ensure effective implementation of these policies. Funds for the Ministry will be allocated separately in the Budget, rather than included as at present under different votes.
- 10.8. In each region, a democratic regional cultural council will be organised, consisting of representatives from the organs of civil society and mass-based cultural organisations. These



councils will play a major role in directing cultural policy.

- 10.9. A moratorium on the privatisation of national cultural assets - Performing Arts Councils, Monuments, etc. - should be enforced with immediate effect.
- 10.10. Structures to ensure democratic functioning of existing structures such as performing arts councils, museums, the Foundation for the Creative Arts, etc.) should be put in place immediately. As a first step, new, representative Boards of Trustees for these bodies should be chosen openly. The Ministry should undertake a complete review of the structures, funding, and policies of such bodies, to make them more accountable and representative. The funding levels of such bodies in future should be determined in line with their ability to meet the cultural needs of the country.
- 10.11. Business and private contribution to cultural development should be encouraged in line with basic cultural policies of affirmative action, non-racism, non-sexism, etc.

## 11. HEALTH CARE

- 11.1. The mental, physical and social health of South Africans has been severely damaged by apartheid policies and their consequences. The health care and social services that have developed are inefficient, inadequate and inequitable. There are, by international standards, probably enough nurses, doctors and hospital beds to provide adequate health care. South Africa spends R550 per capita per annum on health care, which is nearly 10 times what the World Bank estimates it should cost to provide basic health care for all. The problem is that the resources are grossly mismanaged and maldistributed.
- 11.2. The aim of our health care strategy is to ensure that all South Africans get infinitely better value for the money spent in this area, and that their mental, physical and social health improves both for its own sake and as a major contribution to increasing prosperity and the quality of life for all.
- 11.3. **POLICY OBJECTIVES**
- 11.4. Reconstruction in the Health sector will involve the transformation of the existing legislation,

organisations and institutions with a view to:

- 11.4.1. Redressing the harmful effects of apartheid
- 11.4.2. Encouraging and developing delivery systems and practices that are in line with international norms, ethics and standards.
- 11.4.3. Introducing management practices that promote efficient and compassionate delivery of services.
- 11.4.4. Ensuring respect for human rights and accountability to users, clients and the public at large.
- 11.5. A Primary Health Care (PHC) Approach will inform our strategy, emphasising community participation and empowerment, intersectoral collaboration and cost-effective care, as well as integration of preventive, promotive, curative and rehabilitation services.
- 11.6. The RDP will significantly shift the budget allocation from curative hospital services towards Primary Health Care. The redistribution of resources and health personnel to underserved areas will require the building of additional health centres and clinics.
- 11.7. Redistribution of personnel will be achieved through more appropriate training, through incentives to work in underserved areas, through limiting openings for private practice in overserved areas, and through contractual obligations for those receiving subsidized training.
- 11.8. Communities will be encouraged to participate actively in the planning, managing, monitoring and evaluation of the health services in their areas. Health committees will be set up at clinic and district level. A charter of patients rights will be developed, popularised and displayed in all health facilities.
- 11.9. Health care for all children under five years of age will be provided free at government clinics and health centres.
- 11.10. A programme to combat the spread of sexually transmitted diseases and AIDS will include the active and early treatment of these diseases at all health facilities. Mass education programmes on sexuality and transmission of HIV and STD's will be implemented, with the involvement of the

mass media, schools and community organisations.

- 11.11. There will be a programme to ensure the prevention, early detection and treatment of specific priority diseases. These will include Tuberculosis and Carcinoma of the Cervix.
- 11.12. There will be a programme to improve maternal and child health through access to quality antenatal, delivery and postnatal services for all women. This will be achieved through the provision of more trained personnel, 24 hour maternity services, better transport facilities and training to traditional birth attendants. Antenatal care services will aim to achieve 90% coverage within 5 years. All these services will be provided free at government facilities in the third year of the RDP.
- 11.13. There will be improved preventive and promotive health programmes for children, including the promotion of breast feeding, oral rehydration, growth monitoring and a more effective expanded programme of immunisation which will achieve a coverage of 95% within 5 years. Polio and neonatal tetanus can be eradicated within 5 years. South Africa will become a signatory to the charters on the rights of children and women.
- 11.14. The RDP will ensure improved access to emergency health services through the provision of more 24 hour emergency services accessible to communities. Access to services will be improved by the development of appropriate transport and ambulance services.
- 11.15. There will be a programme to provide appropriate care for chronic diseases and the promotion of healthy lifestyles.
- 11.16. In the longer term the goal of free services for the aged, the disabled, the unemployed and students will be realised.
- 11.17. **Population Policy**  
The RDP will aim to maximise the capacity for individuals to take control of their lives and to reach their potential. Programmes to bring improvements in key indicators of quality of life for all, and particularly in women's legal, educational and employment status, will result in lower infant and maternal mortality rates and in fewer teenage pregnancies.
- 11.18. One important aspect of people being able to take control of their lives is their capacity to



control their own fertility. The government will therefore ensure that appropriate information and services are available to enable all people to do this.

11.19.

#### **Mental Health**

The RDP will aim to promote mental health and to improve mental health services for all South Africans. We will seek to increase the quality, quantity and accessibility of mental health support and counselling services, particularly for those affected by domestic or other violence, by rape or by child abuse.

11.20.

Community care, rehabilitation and education for mentally disabled people, and support for their families and care-givers, will be implemented.

11.21.

The RDP must aim to increase the personal safety of all South Africans and to reduce dramatically the feelings of fear and insecurity.

11.22.

The RDP will aim to reduce greatly the present levels of substance abuse and to prevent a major increase in drug taking.

11.23.

#### **Traditional and Complimentary Healers**

There are deep divisions, fuelled by mutual suspicion and lack of communication, between traditional healers, other complimentary healers and medical and social workers. The RDP will aim to improve communication, understanding and cooperation between different types of healers.

11.24.

#### **RESTRUCTURING THE HEALTH CARE SYSTEM**

The health sector in South Africa is incredibly fragmented, inefficient and ineffective. One of the first priorities is to draw all the different role players and services into a single National Health System (NHS). This will include both public and private providers of goods and services and will be organized at national, regional, district and community levels.

11.25.

There will be a single National Health Authority (NHA) and each of the nine regions of South Africa will have a Regional Health Authority (RHA), which will be responsible for providing support to all the District Health Authorities (DHAs) in its region.

11.26.

The main bodies responsible for ensuring access to and the delivery of health services will be the District Health Authorities (DHAs). Each DHA will be responsible for the health of between 200,000 and 750,000 people in a defined geographical area.

About 100 DHAs will cover the whole country and their boundaries will correspond to new local government boundaries. Each DHA will be responsible for all primary health care services in its district.

- 11.27. Community level services such as health centres, clinics, independent practitioners and community hospitals will be accountable to the local communities they serve through a system of community committees and through the DHAs.
- 11.28. An effective National Health Information System is essential for rational planning and will be introduced. Mechanisms will be established for sharing information between different programmes and sectors.
- 11.29. Statutory Bodies and the Private Sector : Statutory bodies need to be rationalized and restructured to promote and protect standards of training and of health care, and to protect the rights and interests of patients and clients.
- 11.30. The costs of medication in the private sector can be dramatically reduced through greater use of essential drug lists coupled with a single, nationally negotiated and well publicized price for a given quantity of each drug.

## 12. SOCIAL SECURITY AND SAFETY NETS

- 12.1. A National Social Security System will be established to meet the needs of workers in both the formal and informal sectors, and of the unemployed, through a Social Insurance scheme and through Social Assistance in accordance with agreed criteria as to who qualifies for benefits.
- 12.2. The two key elements of the new welfare system will be a National Social Security System to cover all sections of the population, and a Social Safety Net to respond to the needs of the most vulnerable individuals and groups.
- 12.3. All those over the age of 60 years will be entitled to an adequate and accessible pension.
- 12.4. A regular child benefit will be introduced that will be payable by the government towards the maintenance of every child. Initially this will apply to children under 5 years.
- 12.5. Disability grants will be equalized for all population groups.

88

- 12.6. All pensions, benefits and grants will be payable through post offices, banks and building societies.
- 12.7. A social safety net will respond to the needs of the elderly, the disabled, children, women, the youth and marginalized communities by offering a comprehensive and accessible range of social and community services.
- 12.8. Special measures will be designed to respond in a systematic way to the needs of individuals, families and communities who are victims of violence and other traumatic events.
- 12.9. A special programme will focus on street children. Major efforts will be made to integrate them back into their families and into ordinary schools, and on preventing more children moving onto the streets. Substantial support will be given to NGOs providing accommodation, education, training and a supportive environment.
- 12.10. Social workers and community developers will be selected and trained with due regard to affirmative action.
- 12.11. Old age homes will be made accessible to people of all population groups and additional facilities will be built as appropriate, with particular emphasis on day care facilities.
- 12.12. In addition to auditing by the Auditor General, Non-Government Organizations will be encouraged to monitor the implementation of the social security and safety net systems.
- 12.13. **Nutrition and Household Food Security**  
As many as half of all South African children under the age of 10 years are malnourished and/or stunted. Many thousands of adults, especially the elderly are hungry, and millions of people, young and old, live in constant fear of being hungry.
- 12.14. The RDP will ensure that as soon as possible, and certainly within three years, every person in South Africa can get their basic nutritional requirement each day and that they no longer live in fear of going hungry.
- 12.15. The most important step toward food security remains the provision of productive employment opportunities through land reform, jobs programmes and the reorganisation of the economy.
- 12.16. Short-term interventions will support the stable,



low-cost supply of staple foods combined with carefully targeted income transfers and food subsidies.

12.17. The democratic state will end VAT on basic foodstuffs, improve social security payments and reintroduce price controls on standard bread. It will enhance the efficiency of marketing so that farmers receive good prices while consumers pay as little as possible. To that end, it will curb the powers of marketing boards and monopolies, and review the effect of tariffs.

12.18. South Africa currently lacks an early warning system that will alert central authorities to threats to food and water security. The RDP will establish institutions to collect and monitor key socio-economic and agricultural data.

### 13. INTEGRATING DEVELOPMENT STRATEGIES - RURAL DEVELOPMENT

13.1. Most poor people live in the rural areas. Under apartheid, many people were located in areas that lack crucial resources such as water. Their access to land has been severely limited, and few other employment opportunities existed. Women face particular disadvantages. In the "homelands," where most rural people live, social services and infrastructure remain poorly developed.

13.2. **Statement of Policy**  
Rural communities need practical access to health, education, support for agriculture, financial services, welfare, and police and the courts. Rural development policy must coordinate the activities of the relevant state agents. This section concentrates on the necessary changes in institutions and processes.

13.3. To correct the history of underfunding, misuse of resources and corruption, substantial transfers of funds from the central state to the rural areas will be required.

13.4. Development efforts will have to address the special position of women, as they make up the majority of small-scale farmers. The state will support part-time activities, including small-scale farming, which can increase productivity, incomes, and household food security.

13.5. **Strategies**

13.6. The RDP will restructure government spending to

meet the needs of the rural poor. It will end the inequitable and inefficient subsidisation of the large farm sector. It will reorganise the parastatals responsible for development in the SGTs and TBVC.

- 13.7. The RDP must place decision-making on development issues in rural areas in the hands of rural communities. To advise communities of their options, the state will create a cadre of Community Development Officers with training in gender issues. Generally, the state will support capacity building in the district councils and representative community structures.
- 13.8. The democratic state will include a central Ministry of Rural Development and Land Reform. It will set targets for the provision of clean water to within 200 metres of houses in all communities; health indicators, especially for socio-economic diseases such as child nutrition and T.B.; adult literacy; provision of other services and other developments indicating reductions in poverty.
- 13.9. **AGRICULTURAL POLICY**
- 13.10. Our agricultural policies will emphasise household food security, rather than the expensive pursuit of national food self-sufficiency.
- 13.11. Support services provided by the state will concentrate on small and resource-poor farmers, especially women. That requires a major shift from the current pattern of expensive and inefficient support for commercial farmers alone.
- 13.12. The state will provide equality of access to marketing services through reform of the agricultural cooperatives.
- 13.13. The commercial sector will remain an important provider of food and fibre, jobs and foreign exchange. The RDP will provide a framework for improving its performance by removing unnecessary controls and levies as well as unsustainable subsidies.
- 13.14. The democratic state will support effective drought management by providing agro-meteorological advice to farmers, rather than subsidising losses, which has encouraged environmentally destructive methods.
- 13.15. Comprehensive measures will be introduced to improve the living conditions of farm workers and give them greater freedom from their employers.

91



#### 14. INTEGRATING DEVELOPMENT STRATEGIES - URBAN DEVELOPMENT

Work on integrated development strategies is in progress and this will be included in subsequent drafts.

#### D. BUILDING THE ECONOMY

##### 1. INTRODUCTION

- 1.1. The socio-economic legacy of apartheid has been clearly stated in the previous section. What is not often understood is that the economy also suffers from structural weaknesses. Growth has stagnated, investment is negligible, real incomes are falling and the economy remains dependent on mineral exports and a manufacturing sector that is unable to create jobs and compete on world markets.
- 1.2. The apartheid system led managers to view workers simply as low-cost inputs into the production process. It fostered hierarchical and oppressive labour relations, often denying workers their basic rights. This led to a disastrous underdevelopment of our human resources capacity. The lack of skills forms a major obstacle to the development of a modern economy able to support a decent living standard for all our people.
- 1.3. A particular weakness of the economy, aggravated by racist policies, has been the inability to maintain a dynamic small and medium enterprise sector. Smaller firms, especially if owned by black people, can rarely develop productive linkages with the large-scale sector. Most people in the informal sector lack productive and managerial skills plus access to business sites, capital and markets. They face an array of repressive regulations originally designed to undermine black business and farming. These factors prevent the emergence of a viable and dynamic small and medium enterprise sector.
- 1.4. Only a quarter as many women as men hold jobs in the formal sector. High unemployment and the difficulties facing the informal sector hit them particularly hard.
- 1.5. Trade and industry policies were dominated by apartheid objectives and the need to build a seige economy. Large parastatal institutions were developed to further these objectives. At present no coherent policy exists and these institutions play an ambiguous role. It is essential that the key institutions such as the DBSA, IDC, CSIR, SBDC and Eskom are restructured and placed within the clear objectives of the RDP.

- 1.6. Recent privatisation policies have been carried out within no clear policy framework other than the pursuit of privatisation per se. If such privatisation has harmed basic services to the poor or reduced the ability of the state to effectively mobilise resources for development, such privatisation shall be reversed.

## 2. POLICY OBJECTIVES:

- 2.1. Our fundamental objective is to achieve a reconstruction and restructuring of our economy so that it is capable of creating jobs at a living wage, meeting the needs of all of our people and doing this on a sustained basis, within the highly competitive world market. This requires that we:
- 2.1.1. Democratisise the economy.
  - 2.1.2. Reduce inequalities of income and wealth.
  - 2.1.3. Successfully reintegrate our economy into the world economy.
  - 2.1.4. Develop the Southern African region on the basis of mutual cooperation and development.

## 3. STRATEGIES

- 3.1. Our RDP aims at the building of a new sustainable growth and development path which will achieve growth, create jobs, meet basic needs, and redistribute incomes, wealth and economic power within the context of international competitiveness, regional development and co-operation.
- 3.2. Our RDP requires that the democratic state plays a leading role in guiding the economy and the market towards the achievement of growth and development. The building of the economy will not be the responsibility of the state alone.
- 3.3. Our programme aims at achieving a dynamic balance between state intervention and active market co-operation. The guiding principle for us is not dogma but the needs of the national economy and our society in which decisions are taken on the basis of the balance of evidence.
- 3.4. Further, our programme is predicated on the fundamental prerequisite that the democratic state, the trade union movement, business associations and all relevant organs of civil society will co-operate in the process of policy formulation.
- 3.5. The strategic areas around which policy programmes will be developed are:

- 3.5.1. trade and industry;
- 3.5.2. reducing inequality through increased participation in, and democratisation of, the economy;
- 3.5.3. active labour market policies;
- 3.5.4. financing the RDP;
- 3.5.5. Southern African co-operation.

#### 4. TRADE AND INDUSTRY

Four related objectives will be pursued in trade and industry policy. These are: employment creation, increased investment, increased exports and the capacity of local manufacturers to compete against imports and increasing productivity.

- 4.1. Built into all aspects of industrial policy must be a focus on employment creation. This will involve a focus on beneficiation of our minerals, encouraging efficient local sourcing for infrastructural and other large projects and enhancing our competitive advantage in key areas.
- 4.2. A central focus of industry policy will be to maximise the linkages between infrastructural investment and the restructuring of manufacturing.
- 4.3. A review of current incentives to investment and to export is being undertaken in order to develop a stable, effective and targeted incentive structure. The objective will be to encourage productive investment and to promote manufactured exports.
- 4.4. A trade reform will be undertaken alongside the introduction of industrial policy. This will simplify the tariff structure and begin a process of reducing protection in a manner that minimises disruption to employment and to sensitive socio-economic areas.
- 4.5. A climate conducive to foreign investment will be created. The state will ensure national treatment of foreign investors. They should abide by our laws, and obtain the advantages available to all investors. They should respect laws on labour, the environment and collective bargaining. The state will develop policies to ensure that foreign investment creates as much employment and technological advance as possible.
- 4.6. As part of the larger reorganisation of the science and technology system in South Africa, specific programmes related to industry will be introduced. These will involve tax incentives for firm level technology development. Improved linkages between firms and the technology research institutes will be developed. The

94

technologically disadvantaged small and medium enterprise sector will receive particular attention.

**5. REDUCING INEQUALITY THROUGH PARTICIPATION AND DEMOCRATISATION OF THE ECONOMY.**

The massive inequalities of wealth and the excessive concentration of economic power in our economy are morally and socio-economically unacceptable, more particularly because they largely coincide with racial discrimination. However it is also increasingly clear that they are also economically inefficient. The major programmes to address this would be the following:

5.1. Anti-trust legislation will be strengthened to monitor and prevent anti-competitive behaviour in concentrated markets. Such policies will be aimed at protecting consumers and small and medium enterprises from large monopolies and will extend the process of conglomerate unbundling into more focused and effective corporations.

5.2. Affirmative action will be incorporated into the economy in four senses:

5.2.1. Ending discrimination in hiring and promotion, including in the existing classification of jobs and wage scales.

5.2.2. Ensuring training and education on a broad scale.

5.2.3. Broadening ownership and control in the formal sector.

5.2.4. Fostering the development of black-owned business, including micro-enterprise. In agriculture, land reform is a critical part of this strategy.

5.3. Micro, small and medium sized enterprise, particularly black business, will expand into an integral part of the national economy.

5.3.1. Micro producers should develop from a set of marginalised survival strategies into dynamic small enterprises that can provide a decent living for both employees and entrepreneurs. To that end, they must move more into manufacturing.

5.3.2. All levels of the state - central, regional and local - will provide support to the small-scale sector. They will foster new dynamic relationships between large, small and micro enterprises in ways that will not harm the interests of labour. They will support joint marketing and technological



development within the small-scale sector. They will review their procurement policies to ensure that they meet these aims.

- 5.3.3. The informal sector requires measures in addition to those aimed at the small-scale sector in general. The state will help raise incomes in this sector by providing productive skills and sites. It will assist in establishing more healthy working conditions and protecting the rights of workers, both family members and others.

## 6. Active Labour Market Policies.

- 6.1. Reconstruction and restructuring will require changes in production patterns and changes in employment. Mechanisms and institutions will have to be set-up to carry this out and to develop and utilise our human resources to their full potential.
- 6.2. Wage policies form a critical part of our strategy. The democratic state must seek to ensure a living wage for workers, and a social wage to maintain adequate standards for all South Africans. To that end, it will support collective bargaining and protect workers' rights and monitor working conditions.
- 6.3. COSATU's Platform of Workers' Rights will form the basis for negotiating employment relationships throughout the economy. To enhance productivity as well as to improve living standards, the democratic state will seek to enhance job security and to upgrade skills on a broad basis.
- 6.4. The laws that govern labour relations must be rewritten to take the full range of workers' rights and needs into account, and to ensure workplace democracy. The new laws must compel companies to disclose all information relevant to their workforces and communities. These changes must take place as soon as possible after elections.
- 6.5. A fundamental objective in the labour market is to introduce a national education and training system that will underpin the reconstruction and restructuring of the economy. The basic principles of this are set out in the section on education and training.

## 7. Financing the RDP

The financing of the RDP presents a major challenge, but it should also be seen as an opportunity to revive our economy and set it on a path to sustained growth and development. In financing the RDP we must ensure that we do not defeat its objectives by fuelling inflation or creating an exchange rate crisis. The following key areas will be part of our programme

to finance the RDP:

7.1. The Budget

In looking at the budget it is important to examine its existing structure.

- 7.1.1. A third of the GDP goes through the government budget. A fifth of the budget goes to education, and a tenth to health. But the results are poor: we face higher illiteracy rates and worse health than almost any other country at a similar level of development. Obviously, the key reason has been racial differentials. Even in 1993, for instance, the state spent four times as much on education for each white child as it did for each black child. But poor delivery systems have greatly aggravated the problem.
- 7.1.2. Government investment has fallen rapidly through the 1980s. As a result, government expenditure has not contributed as fully as possible to the development of the national wealth.
- 7.1.3. A lack of transparency and accountability followed from the lack of democracy. This situation opened the door to corruption. Even more fundamentally, it reduced the pressure to use the budget efficiently to meet the needs of the people. Individual civil servants might work hard - but the structures in which they work did not function to improve people's lives on a broad basis.
- 7.1.4. The lack of transparency and accountability also led to excessive contingent liabilities. Some of the "homelands" piled up debt, which we must all now pay.
- 7.1.5. A further legacy of apartheid is the extreme differences in levels of development between regions, as well as extraordinary inequalities in income and wealth. The budget must serve to transfer resources from the wealthier to the less wealthy regions, and from the rich to the poor. The budget in itself cannot overcome inequality. Still, improvements in social services to the poor will improve their situation and ultimately help raise productivity.
- 7.1.6. The democratic state must rigorously restructure the budget to ensure that it

supports the RDP efficiently. We aim to improve services to the majority substantially without raising expenditure. To achieve this goal, we must rigorously redirect government expenditure to meet backlogs in the black community and create efficient delivery systems. Excessive increases in taxes and current expenditures will push the country too far into debt, which would threaten our hard-won gains.

- 7.1.2. We will raise the share of investment in government expenditure.
- 7.1.3. We will communicate with our people the aims of our budgetary policy. In that way, we can broaden ownership of RDP and cut down on corruption.
- 7.1.9. Fiscal Planning - An important step to ensuring an efficient transformation of the budget is the development of a rolling five-year fiscal plan. Such a plan will permit systematic changes in expenditure. The plan will rest on four principles: accountability, transparency, predictability and certainty. The fiscal plan will define how we will fund the RDP. It will indicate the shares of the budget, business and civil society.
- 7.1.10. The democratic government must make the development of effective and open performance auditing a top priority. That is, the auditing of national institutions will broaden from its narrow focus on financial accountability to an assessment of how well expenditures meet their targets in terms of the RDP. We must begin now to define the priority sectors and agencies for performance auditing.

## **7.2. Mobilising new funds**

### **7.2.1. The Reconstruction Bond**

We will develop a Reconstruction Bond which will be marketed overseas as well as locally. If the local financial institutions do not take up an appropriate share, the state will consider some form of prescribed assets to reduce costs.

### **7.2.2. Reconstruction Levy**

The state might also introduce a reconstruction levy that would last only during the five years of the RDP. The levy would be a form of temporary wealth tax that would affect only the

higher-income group. It would finance only programmes within the RDP. [Note this is a draft proposal for consideration by regions.]

7.2.3. Taxation

The democratic state will mandate the Financial and Fiscal Commission to review the tax structure in order to develop a more progressive, fair and transparent structure. A priority will be a review of personal income tax to reduce the burden caused by fiscal drag on middle-income people.

7.3. Reforming the financial sector

7.3.1. The apartheid system severely distorted the South African financial system. A handful of large financial institutions, all linked closely to the dominant conglomerates, centralise most of the country's financial assets. They have functioned well to support large-scale developments in that sector. But they have proven unable to serve most of the black community, especially women. Nor have they contributed significantly to the development of new sectors of the economy. In effect, they have not managed to use the country's financial resources to foster a more efficient and equitable growth path.

7.3.2. Small informal-sector institutions have met some of the needs of the black community and micro enterprise. They lack the resources, however, to bring about broad-scale development.

7.3.3. A variety of forms of community banking have emerged in recent years. These institutions have proven able to finance informal entrepreneurs, especially women, whom the older institutions systematically neglect. The democratic government will support them where possible.

7.3.4. The apartheid state established a number of agencies that make loans to private enterprise, and in some cases explicitly to smaller firms. These parastatals and semi-governmental agencies include the SBDC, the IDT and the IDC. None of these agencies operate efficiently, and the SBDC and the IDC continue to lend the bulk of their funds to white-owned companies.



- 7.3.3. The existing regulatory system is rigid and in many cases inappropriate to the development of a financial system able to serve the RDP.
- 7.3.6. The state cannot fund the entire RDP without support from the private sector. The financial institutions must assist both by funding individual programmes to meet basic needs, especially housing, and by improving their services to small-scale producers and the black communities.
- 7.3.7. The democratic state will modify regulations and support innovative financial institutions and instruments that will fund the RDP. At the same time, we realise that we cannot compel the financial institutions to make long-run losses. For the very poor, the state must provide assistance.
- 7.3.8. The state will seek to broaden control, accountability and transparency in the financial sector.
- 7.3.9. The democratic state will review both regulations and regulatory system to determine which aspects prove an unnecessary impediment to the RDP. It will reform the laws on women and banking to ensure equality. It will also develop simpler forms for contracts and applications.
- 7.3.10. The democratic state will transform the boards of the regulatory agencies for the financial sector to make them more representative and professional.
- 7.3.11. **Community banking**  
The democratic state will encourage community banking. It will reform regulations to foster their development. Where possible, government structures at all levels will conduct business with these institutions. The established banks and other financial institutions should help fund the community banks, without threatening their autonomy. In this way, the community banks can act as intermediaries between the existing large-scale institutions and low-income borrowers in the black community.

### 3. SOUTHERN AFRICAN COOPERATION

As identified in the objectives this will be critical to our RDP, and proposals are being developed and will be inserted in later drafts.

### 9. SCIENCE AND TECHNOLOGY

- 9.1. A programme of National Reconstruction and Development must ensure that science and technology are used to the benefit of all South Africans.
- 9.2. Government support and funding should be reviewed to ensure the redirection of science and technology to support the RDP. To that end, we will develop a five-year plan to fund research, ensure transparent and flexible management, and reverse the general decline in budgetary funding for science and technology.
- 9.3. Affirmative action in training and funding of science and technology must be ensured.
- 9.4. New legislation should provide for the reconstitution of the boards of scientific institutions, as well as allow the new government to make senior appointments, including that of president of a science council.
- 9.5. The democratic state will pass legislation to foster local technology, and ensure that licence agreements on the importation of foreign technology include a commitment to educate and train local labour to use, maintain and extend imported technology.
- 9.6. The democratic state will promote long-term planning for science and technology with the development of a five-year plan and goals which will be guided by the explicit national research and development priorities.
- 9.7. We will seek to involve industry and non-government organisations in science and technology education and training through the establishment of science and technology education and training councils and boards.

### 10. INSTITUTIONS

- 10.1. The democratic state will establish an agency to develop and coordinate economic policy at all levels. It will work on the basis of agreements reached in the National Economic Forum, other negotiating forums and the policies developed by Parliament.
- 10.2. Unions will play an important part in struggling for and shaping a living wage policy and

entrenching collective bargaining. The democratic state will systematically reorganise and democratise the other institutions that govern industrial relations. Critical agencies in this connection include industrial councils and industrial bargaining forums, the public service commission and a restructured industrial court.

- 10.3. The democratic state will transform the activities of the public-sector corporations, including Eskom, Telkom, the IDC and the CSIR, to support the RDP. It will develop stronger and more representative boards of directors and, where necessary, management. It will give them a mandate to transform the institutions to ensure that they further the necessary reconstruction of the economy. It will require the elaboration of more appropriate business plans by the end of 1994, and make them accessible to public debate. It will reverse privatisation programmes.
- 10.4. The state will help set up special support institutions to help the small-scale sector with training, marketing, R&D and finance. It will rationalise and restructure existing institutions such as the SBDC. It will change the lending criteria of state-owned institutions such as the IDC, the DBSA and the SBDC to support small enterprise.
- 10.5. To ensure enforcement of new regulations designed to reduce concentration of ownership and control, Parliament will establish appropriate new agencies that can review the current concentration of control and ownership and develop efficient and democratic solutions.
- 10.6. To monitor affirmative action, the state will establish a strong ombuds system.
- 10.7. The Interim Constitution mandates the formation of a Financial and Fiscal Commission (FFC) to review the budget systematically. The FFC will involve representatives of the central and regional governments. It will develop a fiscal plan to support the RDP.
- 10.8. The Interim Constitution establishes an independent Auditor General, who can conduct performance audits at the request of the President.
- 10.9. The ministries of State Expenditure and Finance will be recombined to form a single finance ministry.

- 10.10. Parliament will establish a standing committee to reform and oversee regulation of the financial sector.
- 10.11. The Interim Constitution contains several mechanisms that ensure that the Reserve Bank will be both insulated from partisan interference and accountable to the broader goals of development and maintenance of the currency.
- 10.12. In addition, the law will change the Act governing the Reserve Bank to ensure a board of directors that can better serve society as a whole. The board will include representatives from the trade unions and civil society.
- 10.13. In future, a stronger board of governors should emerge through the appointment of better qualified individuals. The new constitutional requirement that the board of government record its decisions, publicise them when feasible, and account to Parliament will help in developing a more professional executive.
- 10.14. To enforce laws against discrimination, the state will establish an ombuds for the financial sector. At the local level, ombuds structures will include community representatives. Based on broad consultation, the ombuds will help develop less discriminatory criteria for lending. It will handle appeals when the banks turn down a loan application, assessing whether the reasons given are accurate and appropriate. It can obtain its funding, in part, from fees paid to banks that violate regulations.
- 10.15. The major financial institutions today are essentially controlled by white men. Moreover, they are not sufficiently accountable to the communities in which they operate. They should therefore attempt to include representatives of trade unions and civil society in their boards of directors.
- 10.16. Pension funds should become more accountable to their policy holders. To that end, the state will change the law to ensure that trade unions, as the workers' representatives, have seats on the boards of the pension funds.

## D. DEMOCRATISING THE STATE

### 1. INTRODUCTION

- 1.1. The apartheid state machinery, and its duplicated institutions and bureaucracy, were developed to specifically administer and enforce repression and oppression. These structures have been unaccountable to the majority of South Africans, and unanswerable even to the minority they were intended to represent. This has resulted in the state machinery being inefficient and corrupt, and failing to deliver adequate services to the majority of people.
- 1.2. The apartheid regime has been attempting to entrench its bureaucracy, and is engaging in unilateral restructuring of the state. It is attempting to shift the national resources beyond the scope of public policy into the private sector, which is largely owned by a privileged minority. The intended consequences of this strategy is the permanent disempowerment of the majority of people.

### 2. THE CONSTITUTION AND THE BILL OF RIGHTS

- 2.1. The present Interim Constitution does not go far enough to ensure the kind of government, role of civil society, and democratic values for which the South African people have struggled. The future Constitution and Bill of Rights should ensure transparent, accountable and representative government, strong and vibrant organs of civil society, promote equality and dignity, economic, political and social empowerment, as well as facilitate nation-building.
- 2.2. Within the Bill of Rights all the so-called First, Second and Third generation rights, and the rights of women and workers', should be clearly stated. This will include elaborating the right to dignity and strengthening the equality clause.
- 2.3. The right to property will require review in order to ensure that post-apartheid development will be facilitated and past inequalities redressed.
- 2.4. Workers should have the unrestricted right to strike, without fear of dismissal, and the right of Freedom of Association should not undermine collective bargaining. The right to lock out should be removed from the Bill of Rights. The right to privacy and access to information needs to be amended.
- 2.5. The Constitution will provide for the central government to have powers concurrent with those of regional and local government. It will ensure that there are appropriate and effective enforcement mechanisms for constitutional provisions, including a Constitutional

Court and Independent Judiciary, a Human Rights Commission, Ombuds and a Land Claims Court.

- 3.6. The democratic process will be strengthened by ensuring that there are public hearings in the legislative process, and that referenda and plebiscites will be permitted.

### **3. THE ADMINISTRATION OF JUSTICE**

- 3.1. The system of justice should be made accessible and affordable to all people. It needs to be credible and legitimate. The legal processes and institutions will be reformed by simplifying the language and procedures used in court, recognising and regulating community and customary courts, and professionalising the Attorney-general's office.
- 3.2. The public defense system needs to be promoted, and the prosecution reformed. The pool of judicial officers will be increased through the promotion of lay officials, scrapping the divided bar and giving the right of appearance to paralegals.

### **4. THE STRUCTURE OF GOVERNMENT**

- 4.1. The process of rationalising the government departments will end duplications due to racial divisions, and create single ministries in each sector of operation. A process of determining which ministries are needed will be embarked on. The role and function of existing government departments will be reviewed. A detailed plan for the functions to be performed by government, and the corresponding structures required, will be elaborated. This will allow decisions to be taken about integration, or the establishment of new departments.

### **5. THE PUBLIC SECTOR**

- 5.1. South Africa has a large and important public sector, consisting of the Public Service, the Police and Defense Forces, the Intelligence and Security Services, parastatals, Public Corporations and advisory bodies, which are together some of the most important delivery mechanisms for the RDP.
- 5.2. Staffing levels within these structures must match the requirements for service delivery and the available budgetary resources.
- 5.3. Public sector workers and their organisations need to be meaningfully involved in decision-making at various levels in this sector. In order to achieve this, and the other necessary restructuring of the public sector, relevant legislation will have to be amended.



- 5.4. The legislation governing the public service should be a single coherent piece of legislation. In addition public service workers will be covered by the same LRA as private sector workers.

## 6. THE PUBLIC SERVICE

- 6.1. The Public Service will be composed in such a way that it is capable of and committed to the implementation of the policies of the government, and to delivering basic goods and services to the people of the country. In particular, priority must be given to restructuring the mechanisms for implementing the policies, recommendations and directives of the Public Service Commission under the new government.
- 6.2. While the Public Service must be based on merit, career principles, suitability, skills, competence and qualifications, these standards should not be interpreted to further minority interests as they have in the past. An extensive programme of affirmative action is needed to achieve the kind of public service that is truly reflective of our society. This will include training and support to those who have been previously excluded from holding responsible positions.
- 6.3. A programme of monitoring and re-training for all those willing to serve loyally under a democratic government shall be instituted. Within a year of the implementation of the programme, recruitment and training should reflect South African society, in terms of race, class and gender. Mechanisms must be put in place to monitor the implementation of the programme.
- 6.4. The restructuring of regional governments, including the re-incorporations of the TBVC states and the self-governing territories requires urgent attention. Policies of affirmative action, development and training need to be applied in these areas, and the role of the development boards in these areas must be rationalised.
- 6.5. A Public Service Training Institute should be established within one year of the implementation of the programme. One of the priorities of this institute will be to ensure that a cadre of public servants is developed to transform the public service effectively. This institute must be provided with the necessary resources and cater for four levels of training:
- lateral entry for progressive academics, activists, organisers and NGO workers
  - Top-level management development
  - vertical promotion within the public service



- the re-training of current incumbents of posts.

- 6.6. Codes of conduct are part of the internal management process of the public service. They must incorporate the principles of the new South African public service as outlined above. There should be a professional ethos in a positive sense, which internalises the concept of serving the people. This code should be enforced, and annual evaluation of people in this regard will take place.

## **7. THE POLICE AND DEFENSE FORCES, AND THE INTELLIGENCE AND SECURITY SERVICES**

- 7.1. These must be transformed from being agents of oppression to become effective servants of the community. A single national police force, and a single national defense force, as well as single national security and intelligence services, committed to equality, justice and non-discrimination, under the supreme authority of Parliament are needed. There is also the need for a people's volunteer militia, to equip and train citizens to defend democracy and their country.
- 7.2. The defense force shall be non-partisan, with the rights of soldiers clearly defined and protected. There is a need to clearly define the role of the defense force in internal policing. The role of foreign nationals with the defense force must be unambiguous.
- 7.3. The demilitarisation of our society must be a priority, with the resources deployed for the military being diverted to basic needs. A programme of re-skilling of combatants should be developed, in which they are given the necessary resources to engage in fruitful and productive activity in society.
- 7.4. The police force shall be restricted to combatting and preventing crime, and their intelligence function in particular should be restricted. A balance must be maintained between the needs of community policing and the imperatives of national policing. Policing should be sensitive to the needs of the community. A coordinating structure between the national, regional and local levels of the police should be established.
- 7.5. Intelligence and security needs to be the function of a specific department. There should be a clear code of conduct for these structures, and they need to function without the excessive secrecy, and unaccountability that have characterised the apartheid regime.

## **8. PARASTATALS, PUBLIC CORPORATIONS AND ADVISORY BOARDS**

- 8.1. These must be structured and run in such a manner that

they reinforce and support the Reconstruction and Development Programme. They should act within the framework of public policy, be publicly accountable, and provide for representatives of civil society in policy making and governing bodies. Many of these structures are key to the successful implementation of the RDP, and those that are identified as priorities, such as the DBSA, should be given urgent attention.

- 3.2. These agencies will submit reports and proposals within one year on progress towards these objectives and plans for further implementation. The RDP will monitor the participation of these organisations and structures.

## 9. THE RELATIONSHIP BETWEEN CIVIL SOCIETY AND THE STATE

- 9.1. Organs of civil society shall remain independent of the state. They will develop a relationship aimed at empowering communities and facilitate access to resources. The RDP requires that public policy formulation will always be a joint effort between the state, trade unions, civics and other organs of civil society, and various constituencies. These should also be involved indirectly in delivery through pressure, consultation, monitoring and advising.

- 9.2. Capacity building programmes must be developed and introduced, and state facilitation and funding through NGO's must be made available to civil society. This would include the funding of Legal Advice Centres, paralegals etc.

- 9.3. The rights of individual people shall be protected and guaranteed in all the processes of government. Parents shall be empowered through school governance, residents through residents associations etc.

## 10. THE ROLE OF FORUMS

The negotiating forums which have been set-up provide a new approach policy making. These will be strengthened and restructured to make them more accessible, efficient and representative. Public funding will be made available for them to function properly. These forums will not be used to remove the sovereign right of government to govern, but will create a greater democratisation in all aspects of public life.

## 11. THE ROLE OF NGOS

NGOs cannot substitute for good government, but they play an important role in supplying services and capacity building. They have an important role to play in developing new ideas and in facilitating direct community empowerment. The democratic state will develop legal forms that permit NGOs to thrive, without reducing their independence.

## E. PLANNING AND COORDINATING THE RDP

1. The democratic state will play a leading role in initiating, coordinating and financing the Reconstruction and Development Programme. The programme will be under the overall direction of a commission or a department in the President's office, which will facilitate decisions about priorities for the programme. Delivery will be coordinated through the various Ministries and the different levels of government by having this department represented at all these levels.
2. For purposes of budgetary control the RDP should have a direct relation to the Finance Department.
3. A broader national coordinating structure will be established to ensure that the structures of civil society are involved in this programme, and to coordinate between the various ministries, parastatals, labour, civic and other organisations.
4. Within the context of a national programme decision making and fiscal control will be decentralized to sub-national structures.
5. The planning and coordination of the RDP will be done in an manner which ensures interaction between national frameworks and local and regional development plans. This will allow local planning processes to determine priorities using national guidelines and standards, and and it will provide flexibility in the allocation of resources at local level.
6. Regional and local development forums are an important vehicle for ensuring the participation of local communities and interest groups in the development process. Development forums will be strengthened through the provision of adequate resources, and they will function in close collaboration with the structures of government at national, provincial and local level.
7. The current legal and institutional frameworks for planning development are fragmented. They reinforce the economic, social and spatial divisions created by apartheid. Appropriate legislation for the empowerment of development planning frameworks at national, provincial and local level will be introduced. This will provide a framework for land use and redistribution, development planning and service delivery.
8. Appropriate monitoring of the programme will be undertaken through collecting, analysing and disseminating relevant data. This will be done through a national system of monitoring which establishes a set of key indicators and measures the impact of the RDP on these indicators. Criteria for assessing the targets and timeframes of the programme will be developed.

# **ORGANISING AND CAMPAIGNS**

**5.**

# **ORGANISING & COLLECTIVE BARGAINING DEPARTMENT ASSESSMENT OF 1993 FOR THE R E C TO BE HELD ON THURSDAY 9TH DECEMBER 1993**

## **1. ASSESSMENT OF 1993**

### **1.1. Introduction**

This department was mainly co-ordinated through the Regional Campaigns Committee [RCC] who submits monthly reports to the R E C.

Other structures were also used/initiated to further the objectives of this department:

- ★ **Regional Shop Stewards Council [RSSC]**

To reportback and receive mandates on Collective Bargaining [mainly Engineering].

- ★ **Regional Motor Shop Stewards Council [RMSSC]**

To reportback on Motor Negotiations and Motor Campaigns.

- ★ **Motor Ad Hoc Committee**

To plan a detailed strategy as mandated by the RMSSC.

- ★ **Organisers Forum**

- To discuss specific issues and share experiences  
*i.e. retrenchments/restructuring, negotiations,  
3-Year Bargaining Strategy, etc.*

Organisers do not attend regularly and the meetings had to be put off on many occasions.

### **1.2. Meetings that were held**

<b>MONTH</b>	<b>RCC</b>	<b>RSSC</b>	<b>RMSSC</b>	<b>AD HOC</b>	<b>RGM</b>
March	2	-	21	-	-
April	7	-	-	-	-
May	4	-	5	-	-
June	-	15	8	-	-
July	-	20+26	6	12	29
August	-	-	3	12	-
September	7	-	21	-	-
October	25	-	-	-	-
November	2	-	-	-	-

### **1.3. Attendance at meetings**

This needs to be improved both in numbers and consistency at all these structures.

### **1.4. Collective Bargaining**

The Motor Sector still remains a major concern and although our Region implements decisions from the National Structures, we are hampered by the absence of national co-ordination and of late the financial situation in the Union.

### **1.5. Organising & Recruiting**

Our membership and potential in the Motor Sector is readily available. [See latest as at 30th September 1993 attached - locals have the printouts per Company].

The Engineering Council is reluctant to give us their information as they believe it is confidential.

A Regional Programme of Organising and Recruiting with local specifics needs to be developed.

## **2. WAY FORWARD FOR 1994**

### **2.1. Collective Bargaining**

#### **2.1.1. Motor Sector**

Central Committee to appoint a co-ordinator to take this Campaign forward. We have proposed Comrade P. Thomas previously.

#### **2.1.2. Other Sectors**

Negotiations in Working Groups are being discussed in the RCC and faxes are sent immediately to locals once received from CB Department.

### **2.2. Organising and Recruiting**

#### **2.2.1. Motor**

Locals and RMO [for Rural Areas] must use the attached statistics and draw up a programme of Organising and Recruiting.

RMO to combine this and submit to first ROSC or REC.

#### **2.2.2. Engineering, Tyre and Auto**

Shopstewards to ascertain their workforce in their factory and use the printout received with the subscriptions to determine the potential.

This to form part of the Motor process mentioned in 2.2.1. above.

### **2.3. Dates for Meetings**

<b>MONTH</b>	<b>R C C</b>	<b>NICMI</b>	<b>MITB</b>	<b>NICISEMI</b>	<b>ORGANISERS FORUM</b>
January	-	26	24	6?	28
February	1	16	14	3	25
March	1	23	7	3	25
April	5	20	11	7	29



MONTH	R C C	NICMI	MITB	NICISEMI	ORGANISERS FORUM
May	3	18	2	5	27
June	7	22	6	2	24
July	5	20	4	7	29
August	2	24	1	4	26
September	6	21	5	1	30
October	4	19	3	6	28
November	8	23	7	3	25
December	?	-	5	1?	-

#### 2.4. Delegates

RCC	NICMI	MITB	NICISEMI	IETB
•3 per local	M. LOUW [Rep]	M.HOUSEN [Rep]	O. GIRE [Rep]	<b>Vacant</b>
•Council Reps	F.PETERSEN	P.THOMAS [Rep]	D.OLIPHANT	
•Bargaining Reps	P. THOMAS [Rep]	F.PETERSEN [Alt]	& A. WILSON <u>to be replaced</u>	
•Organiser responsible for Campaigns	A.FREDERICKS(Alt) C. MARTIN I.KAMAAR [Alt] <u>to be replaced.</u>			

**Compiled by:**

**F. PETERSEN**  
REGIONAL MOTOR ORGANISER

# MEMBERSHIP STATISTICS : W.P. NICMI : AS AT : 30.9.93

OLD ZONE			NEW ZONE	MEMBERS	NON MEMBERS	TOTAL	NUMBER OF COMPANIES	TOWN.
CA	0001	200	701	4125	4659	8784	1027	CAPE TOWN
CAM	2001	2130	702	83	165	248	32	N) BOTRIVIER/CAEDON
CAN	2131	2248	703	18	61	79	17	BRANDYLEI
CAO	2250	2402	704	1	17	18	6	CARNARVON
CAR	2403	2504	705	10	85	95	14	CLAN WILLIAM
CAV	2505	2586	706	0	6	6	1	FRASERBURG
CBL	2567	2626	707	3	21	24	6	LADYSMITH
CBM	2627	2688	708	1	48	49	5	LAINGSBURG
CBR	2689	2758	709	16	59	75	15	N) MONTAGUE
CBU	2758	2844	710	100	149	249	33	SPRINGBOK
CBY	2845	2924	711	37	45	82	13	A) PIKETBERG
CCA	2925	2958	712	0	13	13	4	PRINCE ALBERT
CCC	2959	3142	713	20	100	120	17	RIVERSDALE
CCD	3143	3220	714	10	123	133	20	N) ROBERTSON
CCJ	3221	3276	715	0	5	5	2	SUTHERLAND
CCK	3277	3382	716	49	100	149	20	SWELLEN DAM
CCM	3383	3418	717	1	23	24	5	N) TULBAGH
CCP	3419	3490	718	2	39	41	6	BITTERFONTEIN
CCR	3491	3534	719	18	24	42	5	LOXTON/VICTORIA-W
CEA	3535	3578	720	24	82	106	10	A) MOORREESBURG
CEC	3579	3620	721	0	6	6	1	GARIES
CEG	3621	3664	722	2	31	33	7	HEIDELBERG
CEM	3665	3846	723	8	120	128	29	N) GANSBAAI/HEERMAN
CEO	3847	3906	724	18	42	60	12	B) GRABOUW
CER	3907	3944	725	2	22	24	6	N) BONNIEVALE
CES	3945	4000	726	0	15	15	6	ALBERTINIA
CEX	4001	4049	727	1	48	49	6	A) PORTERVILLE
CEY	4050	4178	728	192	340	532	74	B) STRAND
CEZ	4179	4228	729	2	8	10	2	WILLISTON
CFA	4229	4278	730	4	10	14	3	N) WOLSELEY
CFG	4279	4382	731	106	213	319	33	A) SALDAMHA
CFM	4383	4508	732	143	244	387	43	B) SOMERSET WEST
CFP	4509	4548	733	8	9	17	4	A) VELDDRIFT
CPR	4549	4648	734	164	185	349	48	B) EERSTE RIVER
CJ	4649	4828	735	388	521	909	82	N) PAARL
CK	4829	4944	736	405	740	1145	53	A) MALMESBURY
CL	4945	5142	737	237	276	513	43	B) STELLENBOSCH
CN	5143	5214	738	53	82	135	20	N) WELLINGTON
CR	5215	5254	739	7	12	19	1	A) HOPEFIELD
CS	5255	5358	740	44	66	110	17	N) NAPIER/BREDASD
CT	5358	5436	741	36	163	199	23	N) CERES
CU	5437	5478	742	0	1	1	6	PORT NOLLOTH
CV	5480	5580	743	31	187	218	30	VREDENDAL
CW	5581	5786	744	299	498	797	87	N) WORCESTER
CY	5787	6434	745	2681	3365	6046	589	B) BELLVILLE
CZ	6435	6552	746	26	193	219	24	BEAUFORT WEST
747				-	148	148	-	CONTINUATION MEMBERS
TOTALS				9375	13369	22744	2507	
				41.2%	58.8%			

# National Union of Metalworkers of South Africa

(Registered under the Labour Relations Act 1956, as amended)

## REGIONAL OFFICE:

205 Palace House  
1-3 Malta Road  
Salt River 7925  
Tel. No: (021) 47-6180/1



P.O. Box 64  
Salt River 7925  
Teletex: 555-167  
Fax No: (021) 47-5241

19th November 1993

The National Organiser  
Collective Bargaining  
C/o Western Cape Region  
SALT RIVER

Dear Percy

re: MOTOR INDUSTRY STRATEGY: WESTERN CAPE STATISTICS  
ON MEMBERSHIP

Your letter of 19th November 1993, refers.

## 1. DEMARCATIION OF LOCALS

### 1.1. Cape Town Local

CODE	MEMBERS	NON-MEMBERS	TOTAL	NUMBER OF COMPANIES
701	4125	4659	8784	1027

### 1.2. Bellville Local

CODE	MEMBERS	NON-MEMBERS	TOTAL	NUMBER OF COMPANIES
724	18	42	60	12
728	192	340	532	74
732	143	244	387	43
734	164	185	349	48
737	237	276	513	43
745	2681	3365	6046	589
<b>Totals</b>	<b>3435</b>	<b>4452</b>	<b>7887</b>	<b>809</b>

### 1.3. Atlantis Local

CODE	MEMBERS	NON-MEMBERS	TOTAL	NUMBER OF COMPANIES
711	37	45	82	13
720	24	82	106	10
727	1	48	49	6
731	106	213	319	33
733	8	9	17	4
736	405	740	1145	53
739	7	12	19	1
<b>Totals</b>	<b>588</b>	<b>1149</b>	<b>1737</b>	<b>120</b>

### 1.4. Boland Local

CODE	MEMBERS	NON-MEMBERS	TOTAL	NUMBER OF COMPANIES
702	83	165	248	32
709	16	59	75	15
714	10	123	133	20
717	1	23	24	5
723	8	120	128	29
725	2	22	24	6
730	4	10	14	3
735	388	521	909	82
738	53	82	135	20
740	44	66	110	17
741	36	163	199	23
744	299	498	797	87
<b>Totals</b>	<b>944</b>	<b>1852</b>	<b>2796</b>	<b>339</b>

## 2. RURAL AREA

CODE	MEMBERS	NON-MEMBERS	TOTAL	NUMBER OF COMPANIES
703*	18	61	79	17
704	1	17	18	6
705	10	85	95	14
706	0	6	6	1
707	3	21	24	6

CODE	MEMBERS	NON-MEMBERS	TOTAL	NUMBER OF COMPANIES
708*	1	48	49	5
710*	100	149	249	33
712	0	13	13	4
713+	20	100	120	17
715	0	5	5	2
716+	49	100	149	20
718	2	39	41	6
719	18	24	42	5
721+	0	6	6	1
722	2	31	33	7
726+	0	15	15	6
729	2	8	10	2
742	0	1	1	6
743*	31	187	218	30
746*	26	193	219	24
<b>Totals</b>	<b>283</b>	<b>1109</b>	<b>1392</b>	<b>212</b>

\* Indicates that I have had meetings there and have contacts/committees.

+ Indicates it was previously part of Boland Local. They should have contacts/committees but I have never been there as yet.

The rest is still to be visited and organised.

Yours fraternally

*[Handwritten signature]*

**F. PETERSEN**  
REGIONAL MOTOR ORGANISER

# **TOWARDS AN ORGANISING FRAMEWORK**

## **1. THE STATE OF ORGANISATION IN EXISTING FACTORIES**

**We must aspire to consolidate our organisation at existing factories by:**

- recruiting non-members that will be reflected by the membership schedules;
- revive the functioning of Shopstewards Committees at these factories through a contribution of F G M'S and house-visits where possible;
- the above would include recruiting and developing an organising presence at motor establishments through the establishment of Street Area and Town Committees of elected representatives:-
  - \* The status of these elected representatives as Shopstewards must be clarified and possibly amended by the appropriate constitutional structures;
  - \* Elected representatives must be involved in the local's activities (including education) to enable it to play an effective and informed role in the abovementioned structures.

## **2. FURTHER RECRUITMENT**

**The Region should continue to recruit and organise establishments through targeting strategic ones:**

- appropriate information needs to be obtained from the respective Industrial Councils to enable us to assess potential for growth. The Regional Organisers together with the Education Department will be responsible for the tasks;
- the local must decide through the use of this information on the appropriate factories to be targetted;
- Criteria such as Companies of:
  - \* Multinational
  - \* National importance
  - \* Regional importance
  - \* Size



- to determine targeted factories.

**How organising is approached is closely linked to the ongoing levels of bargaining debate. Approaches to all newly organised factories should be informed by the official union policies on levels of bargaining.**

- Area Shopstewards Committees could be established to assist with recruitment and organisation of new and unorganised factories.

The Atlantis and Bellville Locals' experience is instructive in this regard. It should not usurp the constitutional function of the local. These Committees could form the basis of NUMSA's involvement in COSATU Local.

Both the organisation in new and old factories will be informed by the need to secure basic union rights for workers and their leadership such as:-

- \* the holding of meetings (General and Shopsteward Committee) on Company premises;
- \* time-off for such meetings;
- \* the right to training;
- \* recognition of Shopstewards.

### **3. THE ROLE OF ORGANISING PLANS AND ORGANISERS**

- All Organisers are expected to be versatile in the knowledge of agreements specifying conditions of employment applicable in all the industries NUMSA is operative in. In the Western Cape, the Motor and Engineering Industries predominate;
- Where there is more than one Organiser in a local (Cape Town and Bellville), the local will be divided into geographical areas populated by industrial areas. The Local Co-Ordinator should have a lesser amount of members to service, whilst the balance of Organisers are allocated a larger geographical area each. Each will be held responsible for activities



in those areas and are required to formulate the basic organising plan that will be a component of the consolidated local organising plan;

- Each Organiser must submit a plan annually in a local/region meeting to facilitate a consolidation of the locals/region's organising strategy for the current year. Its implementation and monitoring is subject to the locals/region's approval.

*It should contain:-*

- \* name
- \* organising area
- \* statistics on membership and potential per establishment
- \* target areas
- \* problems being experienced
- \* summary of state of organisation at factories
- \* assessment of campaigns
- \* time frames for implementation
- \* costs assessments.

- For this to be effective it is imperative that local boundaries be defined in such a manner that the local functions effectively;
- To effectively facilitate the implementation and monitoring of the plan the following structures will play a critical role:

- \* The evaluation, provisional approval and monitoring of the organising strategy is subject to the LOSC and ROSC.
- \* Regular staff (including Administrators) meetings at local level in terms of our time-management programme should be held to evaluate, implement and monitor the general programme. Staff should be available to do case work with members on Mondays and attend staff meetings on Fridays. Similarly Region Team meetings that include Local Co-Ordinators that facilitate co-ordination in the Region should be held regularly.

#### 4. ORGANISING PLANS, UNION STRUCTURES AND CAMPAIGNS

The state of Campaigns reflect the ability to agitate and organise around collective issues in relation to the state and capital through the use of various union structures.

These Campaigns have a close relation to our involvement in negotiating fora.

##### Collective Issues

- \* a L R A and Workers Charter
- \* Constituent Assembly Elections
- \* Living Wage Campaign
- \* Economic Restructuring and Development

##### Negotiating Foras

- COSATU/NACTU Business and the N M C.
- Tripartite Alliance Forum in relation to the State other parties and the International Community in the Negotiating Council, L G N F and elsewhere.
- Plant/Company, Industrial Council, COSATU/NACTU and the N E F.
- N E F, R E D F's, A F, etc.

##### Union Structures

The abovementioned Campaigns could only materialise if the structures of the Union is functioning.

- (i) Constitutional Structures consist of the Shopsteward Committees, the membership represented by street, town, area and local Shopsteward Councils, Regional Executive Committee, Regional Congress and Regional Office-Bearers. These structures decide how to contribute to and implement national campaigns at regional level and development regional based campaigns where required.
- (ii) Extra Constitutional Structures consist of Regional and Local Campaign Committees empowered to monitor the implementation of a campaign on a regular and detailed basis.

The LOSC and ROSC is tasked to ensure that plans are in place that contribute to the functioning of most of these structures.

## **5. RESOURCES**

Local and Regional Offices constitute the central resource bases used by the Union within a geographical area.

To enable the local offices to function effectively, Organisers should have the required administrative backup in their office:-

- \* Admin Information File;
- \* NUMSA Handbook;
- \* Leverarch File on Companies in your area (including dividers);
- \* Desk;
- \* Recognition and Procedural Agreements and others in Company leverarch files.

The following reference material should be available in the local offices:-

- \* Main Agreements - NICMI and NICISEMI;  
(one per local)
- No local has such information.
- \* Schedules of Membership;
- \* Admin Information File;
- \* Master file of incoming faxes and correspondence.

## **SKILLS DEVELOPMENT**

### **ORGANISING AND ADMINISTRATIVE STAFF**

The organising staff requires skill to develop an organising plan and implement it if the organisation is to develop. The acquisition of these skills through staff development programmes is essential.

The staff should endeavour to:-

- (1) attend all the various types of courses offered by the Staff Development Programme and related courses;
- (2) Staff should use facilities such as sabbatical leave, to improve their skills;
- (3) develop time management skills.

### **LEADERSHIP**

To manage the functioning of the LOSC and ROSC effectively the leadership must develop a knowledge of:

- NUMSA and COSATU policies;
- The functioning of Industrial Councils and other negotiating foras as part of the Collective Bargaining system;
- Worker Rights;
- Organising and Negotiating Skills;
- Management Skills.

End

2

## **COLLECTIVE BARGAINING REPORT TO EVALUATION OF THE 3 YEAR BARGAINING STRATEGY**

In 1992 Numsa negotiated in terms of the new 3 year bargaining strategy as adopted at the Central Committee at the beginning of the year. The adoption of the 3 year strategy followed an extensive process of discussion and consultation through workshops.

### **WHAT IS THE STRATEGY**

#### **OVER THE NEXT THREE YEARS WE WANT TO:**

- bring up the pay of the low paid, improve workers' standard of living;
- bring in a new grading system based on skills, not tasks;
- set up training and career paths for all workers;
- establish new and improved benefits;
- better the working conditions;

- link employment security to industry growth and job creation.
- negotiate with employers to find solutions to the problems facing our industries

## **DEMANDS MADE TO EMPLOYERS**

**TO IMPLEMENT THE NEW BARGAINING STRATEGY AND TO ACHIEVE THE ABOVE OBJECTIVES, THE FOLLOWING DEMANDS WERE SUBMITTED TO THE VARIOUS EMPLOYER BODIES FOR NEGOTIATION:-**

### **WAGES**

- **NEGOTIATE AN OVERALL INCREASE IN WAGES EQUAL TO THE INCREASE IN INFLATION AS WELL AS AN IMPROVEMENT FACTOR INCREASE OF 15% OVER 3 YEARS.**

**BETWEEN 01 JULY 1993 AND 30 JUNE 1996** the overall increase in wages must be equal to the increase in inflation plus 15% to improve workers' standard of living. These two demands will make sure that workers' standard of living improves.

- **SPREAD THE INCREASE ACROSS THE GRADES SO AS TO CLOSE THE WAGE GAP BETWEEN BOTTOM AND TOP GRADES.**

**BY 30 JUNE 1996:**

***ENGINEERING AND MOTOR***

The bottom grade must be earning 60% of the artisan.

***AUTO AND TYRE***

The bottom grade must be earning 80% of the artisan.

***NUMSA's TARGET***

***ENGINEERING AND MOTOR***

New level A + 1	120%
New level A + 2	110%
Level 5 (artisan)	100%
Level 4	90%
Level 3	80%
Level 2	70%
Level 1	60%

***AUTO AND TYRE***

Grade 7	110%
Grade 6	105%
Grade 5 (artisan)	100%
Grade 4	95%
Grade 3	90%
Grade 2	85%
Grade 1	80%



## GRADING DEMANDS

### • REDUCE THE GRADES

#### *ENGINEERING*

13 grades must be reduced to 9 at first.

- AB and B must be put together;
- C and D must be put together;
- AA and AA + 6 must be phased out.

**BY JANUARY 1996** there must be 5 grades up to artisan and two new grades above artisan. All artisans to move up from the present artisan grade.

#### *MOTOR*

8 grades at the moment plus watchman must be reduced to 5 grades up to artisan by January 1996.

Two new grades above artisan.

All artisans to move up from the present artisan grade.

#### *AUTO AND TYRE*

Grade 5a must become the new grade 5 (artisans);

Grade 5b must become grade 7 (for technicians); and

Grade 6 must be established for advanced artisans.

• **LINK THE GRADES TO SKILL LEVELS NOT TASKS**

**BY 30 JUNE 1994**, the Industry Training Boards in each sector must develop new skill based definitions for each of the new pay levels as they will exist at January 1996. They must define

- what skills the worker needs to have on each level.
- what work responsibility the worker will do/have at that level.

• **SET THE WAGE GAP BETWEEN THE ARTISAN GRADE AND ALL OTHER GRADES.**

**BY 30 JUNE 1996** the following target must be achieved:

***ENGINEERING AND MOTOR***

New level A + 1	120%
New level A + 2	110%
Level 5 (artisan)	110%
Level 4	90%
Level 3	80%
Level 2	70%
Level 1	60%

***AUTO AND TYRE***

Grade 7	110%
Grade 6	105%
Grade 5 (artisan)	100%
Grade 4	95%
Grade 3	90%
Grade 2	85%
Grade 1	80%

The actual earnings per grade in the company and in the industry must be the same.

## SKILLS AND TRAINING DEMANDS

- **NEGOTIATE A TRAINING SYSTEM SO THAT WORKERS CAN CLIMB UP THE LADDER.**

**BY 30 JUNE 1995** a framework of how workers can climb the skills ladder must be negotiated with the Industry Training Boards in each sector.

- **DESIGN MODULES WHICH WORKERS CAN DO TO CLIMB UP THE LADDER OF SKILLS**

**BY 30 JUNE 1995** courses (modules) must be available for all workers to do.

- **TRAIN WORKERS SO THAT THEY CAN MOVE UP THE SKILL LEVELS.**

**FROM 1 JULY 1995**, all workers should be allowed to do 2 modules per year from the Industry's education and training system.

- **ALL WORKERS CAN BE ASSESSED TO SEE WHAT SKILLS THEY HAVE.**

All workers will be allowed to be assessed to see what skills they have. If their skills are more than the job they are doing, then they should be paid at their proper skill level. If their skills are less than the job they are doing, then they should be allowed to upgrade their skills.

## **WORK ORGANISATION DEMANDS**

**ANY CHANGES TO WORK ORGANISATION MUST BE NEGOTIATED AND AGREED AT PLANT LEVEL USING THE FOLLOWING GUIDELINES WHICH WILL BE NEGOTIATED AT INDUSTRY LEVEL:**

- **AWARDS TO ALL EMPLOYEES**

If employers save costs because of a change in work organisation then awards must be given to all employees and not just individuals.

- **WORK ORGANISATION CHANGES MUST EMPOWER WORKERS**

All changes to work organisation must give workers more power through developing their skills, instead of increasing the power of management and supervisors.

• **WORK TEAMS**

If workers agree to work teams, they will elect team leaders who will be changed after a certain agreed time. The Industry Training Boards must set the standards for the training of team leaders and team members.

## **WORKING CONDITIONS DEMANDS**

• **WORKING HOURS**

1920 hours per annum including paid public holidays without loss of pay **BY 30 JUNE 1996.**

**MOTOR**

Daily working hours should be 8; all hours over and above this must be paid at overtime rates.

**TYRE**

In tyre manufacturing plants 1920 hours per annum;

In sales offices 40 hour week without loss of pay **BY JANUARY 1996;**

**BY JULY 01, 1993** the hours of work must be reduced by 1 hour without loss of pay.

- **AGENCY SHOP**

### **ENGINEERING/AUTO/TYRE**

All non union members must pay the lowest subscription that is paid to any union on the Industrial Council. These subs will be paid to the Industrial Council or the Bargaining Forum. They will then pay this money across to the unions on a pro-rata basis. This means that if NUMSA organises 40% of the workers in the Engineering Industry, then it must receive 40% of this subs money from the free riders.

## **BENEFITS DEMANDS**

- **PENSION/PROVIDENT FUNDS**

**BY 01 JULY 1994** all pension/provident funds to merge into one Industry Retirement Fund in each sector. Such a fund to provide:-

- \* a death benefit equal to 5 times annual salary;
- \* disability income benefit if worker is off sick of not less than 60% of worker's wage;

To fund it workers and employers to each contribute 6% of a worker's earnings.

- **SICKNESS BENEFIT, MEDICAL AID SCHEME**

**AUTO, TYRE, MOTOR**

**BY 01 JULY 1994** a Sickness Benefit Scheme to be established in Auto, Tyre, Motor (there is already one in Engineering)

**BY 01 JULY 1994** a non-discriminatory medical aid scheme must be established.

- **MATERNITY LEAVE**

6 months paid maternity leave including 45% of the worker's wage from UIF.

## **WORKER RIGHTS DEMANDS**

- **NEGOTIATING/REPORT BACK**

- \* Facilities for shop stewards and officials at the workplace for negotiations and report-backs.
- \* Paid leave for shop stewards to attend all negotiations including union training around negotiations.
- \* 4 hours paid leave for all workers every 3 months so that shop stewards can report back to workers around restructuring of the Industry.



- **CODE OF PRACTICE**

**BY 31 JANUARY 1994** the Code of Practice to end Unfair Employment Practices must be working.

- **RIGHT TO KNOW**

The company must give out all information to the union around issues that are being negotiated.

- **RIGHT TO STRIKE/PICKET/DEMONSTRATE**

**BY 30 JUNE 1994** all workers must have the right to strike, picket and demonstrate on all issues.

- **EXEMPTIONS**

***ENGINEERING***

Any exemptions applied to **NICISEMI** regions or at plant level where the conditions are worse than in the Main Agreement will fall away when the Main Agreement expires in June 1993.

## INDUSTRY BARGAINING

### • CHANGES TO INDUSTRY BARGAINING

#### *AUTO/TYRE PARTS OF ENGINEERING AND MOTOR*

**BY JANUARY 1996** all our industries that make parts for cars like the Tyre Industry as well as bus building, vehicle body building must be joined with the auto sector so that an overall industry plan can be drawn up.

#### *ENGINEERING*

**BY JULY 01, 1993** the House Agreements, Cable Sector and Lift Manufacturing Sector must be included in the Main Agreement.

### • DATA BASE

**BY 30 JUNE 1994** all Industrial Councils/Bargaining Forums must compile a data base with statistics on the Industry, what it produces, what it does not produce, numbers of workers, number of employers and so on.

## EMPLOYMENT/SECURITY/INDUSTRIAL RE- STRUCTURING AND THE LABOUR MARKET

### ***TYRE AND AUTO***

The Auto Work Security Fund must be working **BY 01 JULY 1993**.

The Training Board must complete training modules **BY 30 JUNE 1994**.

**THIS WILL ALLOW RETRAINING OF THOSE RETRENCHED WORKERS.**

### ***ENGINEERING***

Joint Training Trust to see if they can join with Auto Work Security Fund so as to help retrenched workers get retrained.

### ***MOTOR/AUTO/TYRE***

Employment Security should be guaranteed during restructuring.

### ***ENGINEERING/MOTOR***

Special committees to be set up to look at Employment Security, Job Creation, Modernisation/efficiency in plants.

## **PROCESS**

Numsa proposed that three (3) Work Groups be established on the main focus areas in the negotiations i.e.:-

- Wages, Grading, Skills and Training and Work Organisation.
- Benefits, Working Conditions and Worker Rights.
- Employment Security, Industry Bargaining, Industrial Restructuring and the Labour Market.

Recommendations arising from the work groups to be reported to plenary sessions once a month. It was agreed that the Work Groups be small and that the negotiating teams be reduced to about 15 persons.

In the Engineering sector the above process was agreed to and the three work groups were established with reports to a plenary session once a month.

In the Automobile and Tyre sectors there was a difference, in that Tyre Employers felt that they were too few to establish work groups and decided to negotiate in plenary throughout. In the Auto sector, the process of work groups commenced but soon bogged down and the parties agreed to revert back to plenary sessions. On the whole the process functioned well and the negotiations were smoother.

## **EMPLOYER RESPONSES**

Initially employers were slow in understanding the process proposed by Numsa.

It was reported that in the Engineering sector certain employers were sceptical and cynical to Numsa's new approach and only saw it as a new way to get more money for its members. This resulted in difficulties at the beginning of the process and a few "bilaterals" with Seifsa succeeded in eliminating that perception.

Similar initial responses from other employers were also evident but were overcome once employers saw the merits of the new approach.

## **RESPONSES FROM OTHER TRADE UNIONS**

The other trade unions put forward demands more or less in the old style with no clear programme to it.

In the Engineering Industry, Numsa's approach had been explained to the CMBU unions and MEWUSA. The main area explained was the "nexus". For the rest, they are just going with the process.

## **INTERNAL NUMSA POPULARISATION**

As agreed at the Central Committee the new bargaining strategy was a huge task that requires many working groups and on-going negotiations for most of the year.

The actual restructuring and implementation of the Agreements will have to be negotiated at the company/plant level.

We agreed that we will have to take this seriously. It means that the whole union will have to recognise this as our main task and devote a lot of resources to it.

We will also have to guarantee adequate training to the organisers, office-bearers and shop stewards to handle these issues properly

The Central Committee adopted a schedule on PREPARATION which included MEDIA.

It was unfortunate that we were unable to have the media in time which resulted in the strategy being negotiated well in advance of the media being distributed to our members. This is something which should be avoided at all costs. There was also a serious delay in the training of the regional leadership.

## **MANDATES AND REPORTING TO THE REGIONS**

Despite the adoption of a tight schedule by the Central Committee, mandating and reporting back to the regions failed to go as planned. This seem to have been caused by a lagging behind of the media and workshops for regional leadership who were then not clear about the issues. There was a lack of a clear programme at regional level.

From time to time, the Organising and Education departments failed to attend the Negotiating Committee caucuses and feedback to and from these work areas was seriously hampered.

National Office-bearers, although only one President at the time together with the General Secretary were also unable to attend the Negotiating Committee caucuses at all times. These weaknesses must be rectified as it leaves the understanding that the union is not serious about the negotiations.

## WHAT WAS ACHIEVED

### AUTOMOBILE INDUSTRY

The Agreement has two key elements, namely a new grading structure and a new education and training dispensation.

#### GRADING

Key features are:-

- a seven skill level structure with level 5 as the artisan/multi-skilled operator.
- each skill level will be defined and articulate with the levels above and below on a single national grid.
- each skill level will have a certified exit for employees.
- skill standards for each level will be finalised on the following basis:-
  - \* levels 1 to 4 by 30 June 1994.
  - \* levels 5 to 7 by 30 June 1995.



## MODULE DEVELOPMENT AND STANDARDISATION- OF EDUCATION AND SKILLS

- Standardised modules to defined competency levels for each skill level will be developed.
- All employees will have an education and skills assessment and be accredited through recognition of prior learning procedures.
- All employees will have access to education and training, encouraged to build a career and move up the skill ladder. All skills acquired and accredited will be portable within and outside the Industry in terms of AMIETB and NTB standards.
- All skills accredited to certified competencies up to level 4 will be paid for irrespective of whether they are applied or not.
- There will be a 10% differential in earnings levels for each skill level. Employees who career path up the skills ladder will be compensated in 10% earnings increases at each level.
- At each skill level employees certified as competent in terms of AMIETB standards will be given certificates detailing their skill and competency levels.
- Modules for each skill level will have both specialist operational skills and core skills such as communication.
- Education and Training at each skill level will articulate with other skill levels on a single national grid. This means the following:-

219

<u>SKILL LEVEL</u>	<u>QUALIFICATION</u>	<u>QUANTUM</u>
1	Certificate 1	20% artisan modules
2	Certificate 2	40% artisan modules
3	Certificate 3	60% artisan modules
4	Certificate 4	80% artisan modules
5	Certificate 5	100% artisan modules
6	Certificate 6	120% artisan modules
7	Certificate 7	140% artisan modules

### **FUNDING**

#### **EMPLOYERS WILL FUND:-**

- All work done by AMIETB.
- All skills training in company time at full pay.
- Half of training in knowledge (communications).
- All facilities for education and training.

**THE PARTIES WILL NEGOTIATE AN INDUSTRY FRAMEWORK FOR ADDITIONAL FUNDING AFTER THE SKILLS AUDIT ON EMPLOYEES HAS BEEN FINALISED.**

## WORK ORGANISATION

Parties will negotiate Industry guidelines to changes in work organisation. All work teams in the Industry will comply with the new guidelines once agreed.

## EMPLOYMENT SECURITY

No employee will be retrenched as a result of the implementation of the new education and training dispensation, and changes to work organisation.

## BARGAINING FEE

The parties agreed that the employers will apply for exemption from Clause 19.1(e) of the BCEA to facilitate the implementation of a R4.75 deduction from non-party union members and non-union employees as a bargaining fee to be paid pro-rata to the party unions based on their membership in the Industry.

## INDUSTRY WORK SECURITY

The 1992/3 Agreement on work security will be implemented on an expedited basis.

## INDUSTRY FUNDS AND WORKER RIGHTS

The parties have agreed to establish Industry fund for retirement, sick and medical benefits. This will happen through the establishment of national committees to merge existing plant level funds into a single retirement fund **BY 30 JUNE 1994** and Industry Sick and Medical Funds **BY JUNE 1996**.

In addition the parties agreed to negotiate Industry-wide worker rights BY JUNE 1994 covering the following areas -

- Right to strike, picket, demonstrate and obtain full information disclosure.
- Facilities for shop stewards to report-back and the right to general meetings and shop steward meetings.
- Payment for attendance at negotiations and training related to negotiations.
- A code of practice to end unfair discrimination in the Industry.

### **MOTOR INDUSTRY FORUM**

The parties have agreed to meet all Motor Industry Collective Bargaining Representatives (from tyre, bus building, vehicle body building, motor components) to discuss the possible formation of a broader Collective Bargaining Forum, levels of bargaining and relation of bargaining, to other Industry forums (e.g. MITG).

### **WAGES**

The parties agreed to new minimum rates and a 10% across the board increase over the 12 months contract period.

In order to correct the pay differential in the Industry it was further agreed to pay part of the ATB increase as an ex-gratia payment to companies above the Industry average and to pay the same on actual rates to companies below the Industry average.

222

Further negotiations on wage policy will occur during the Agreement period with a view to -

- use labour grade 5 (artisans) as the reference point to establish 10% differentials in earnings between the various skill levels.
- reduce wage spread between and within each company in the Industry. Towards this end employers have undertaken to move the minimums by at least 2% in April 1994 and 1995.

## **TYRE INDUSTRY**

### **WAGES, GRADING, SKILLS AND TRAINING, WORK ORGANISATION**

The parties agreed to new minimum rates and a 10,5% across the board increase over the 12 months contract period.

In order to correct the pay differential in the Industry it was further agreed to pay part of the ATB increase as an ex-gratia payment to companies above the Industry average and to pay the same on actual rates to companies below the Industry average.

The employers commit in principle to a 7 grade structure with the artisan at level 5, a new level 6 (advanced artisan) and technician at level 7, to be achieved within a two year period, subject to:-

The IETB to establish the skill (skill knowledge, education and competence) for placement at each level. The target date to achieve this would be 30 June 1994 for Grades 1 to 4 and 30 June 1995 for Grades 5 to 7.

The parties agree that the minimum earnings per grade be common throughout each company in the Industry.

The inclusion of all employees below the level of manager into one consolidated grading system by 30 June 1994 will be referred to the Workers' Rights/Code of Practice Subcommittee.

The parties agree to the defining of skill standards for each grade level, which will incorporate core and specialist skills to defined competency levels. The task of defining and implementing the new skills standards will be delegated to the IETB for completion by 30 June 1994 or as otherwise agreed.

Workers will not be downgraded if the skills assessment proves that they fall short of the agreed skill standards for their current grade. Instead they will be given the required training to comply with the skills standards. Should the employee however not meet these standards, after reasonable access to requisite training is provided, he will be reassessed and adjusted accordingly.

The parties agree in principle that employees who have skills in excess of their current grade and who are certified as competent for a higher grade in terms of the IETB definition of skills standards, and commit themselves to apply these skills, will be graded accordingly. The parties further agree that the feasibility of implementing this principle for the NTMI, should be investigated by the IETB.

The parties agree that training modules will be designed by the IETB for non trade grades as a matter of priority by no later than 30 June 1994 or as otherwise agreed.

All non-trade employees will have access to training for the requisite modules as defined by the IETB, having due regard to the principle constraints as laid down in the Constitution of

224

the IETB, subject to agreement in the IETB on a framework for financing and coping with the operational constraints to the delivery of training at plant level.

Excessive hierarchical command structures and narrow task based labour are not viable in modern manufacturing. In order to move to more intelligent production it is important to agree to Industry guidelines for the establishment of work teams. Team concepts suited to the New Tyre Manufacturing Industry environment need to be negotiated and if applicable, agreed and piloted throughout the Industry. Toward this end the parties agree to negotiate these Industry guidelines in the Job Security/Job Creation Sub-committee of the Industry.

The Sub-committee will meet regularly i.e. monthly unless otherwise agreed.

## **WORKING CONDITIONS, BENEFITS AND WORKER RIGHTS**

### **CONDITIONS**

#### **WORKING HOURS**

This demand will be referred to the Job Security/Job Creation Sub-committee for addressing in an on-going way.

#### **AGENCY SHOP**

A bargaining fee of R4.75 per non union member per week will be deducted, when exemption from Clause 19(1)(e) of the BCEA has been granted or an acceptable legal mechanism has been complied with or consent of the non member employee has been obtained to make the deduction.

225



## **BENEFITS**

The parties agree that a Sub-committee with representatives of the parties of the plant level trustees committees, comprising one representative of each party per plant, will be formed to negotiate the establishment of an Industry retirement fund by 30 June 1994, unless other agreed.

## **WORKER RIGHTS**

The issues regarding Worker' Rights will be referred to the Workers' Rights Code of Practice Sub-committee.

## **EMPLOYMENT SECURITY, INDUSTRY BARGAINING, INDUSTRIAL RESTRUCTURING AND THE LABOUR MARKET**

The employers agree to participate in the Motor Industry Forum (Motor Component, Vehicle Body Building, Bus Building and Tyre sectors), to discuss strategic issues, levels of bargaining and collective bargaining etc. The employers will have 3 representatives.

The Industrial Council will establish a statistical data base **BY 30 JUNE 1994.**

# **ENGINEERING INDUSTRY**

## **WAGES**

226

The parties agreed to new scheduled rates and a 7% across the board increase

## **GRADING**

The parties agreed to reduce the 13 grades to five (5) grades BY 30 JUNE 1996.

A Technical Working Group was established to develop new mutually agreed work and skill definitions BY 30 JUNE 1994.

The parties also agreed to consider proposals relating to the creation of a grade above Rate A based on a new work and skill definition.

The parties agreed to establish a House Agreement Work Group to negotiate the Numsa proposals relating to the reduction in job grades; the development of new skill definitions and Industry Training programmes.

## **SKILLS AND TRAINING**

The parties agreed to the establishment of one Industry Education and Training Board. The Artisan Training Board will function as a Sub-committee of the new Industry Education and Training Board.

## **WORKING CONDITIONS, BENEFITS AND WORKER RIGHTS.**

### **PENSION AND PROVIDENT FUNDS**

The parties agreed to fund a salary continuance benefit of 75% of wages in the event of permanent disability.

The parties agreed a programme of action with regard to the EIPF membership option to transfer to the MIPF and the merger of the EIPF and the MIGPF be implemented.



227

The proposed improvement to pension and provident fund benefits including the Numsa proposal of the introduction of a death benefit equal to five times annual salary will be addressed by the Working Group

THE MATTERS AS SET OUT BELOW ARE BEING NEGOTIATED IN THE WORK GROUPS CONCERNED:

### WORK GROUP 2

- (i) The proposed reduction in working hours namely:-
  - \* The annual working hours be reduced without loss of pay to 1920 hours per annum **BY 30 JUNE 1996**. This includes paid public holidays.
- (ii) The proposed improvement to pension and provident fund benefits on a jointly funded basis, including the Numsa proposal of the introduction of a death benefit equal to five times annual salary.
- (iii) The Numsa proposals relating to changes in work organisation at plant level and the Seifsa proposed "Framework Document on Productivity Bargaining in the Metal and Engineering Industries".

### WORK GROUP 3

- (i) The proposed introduction of an agency shop into the Main Agreement.
- (ii) The proposed amendment to the Main Agreement to provide for "full information disclosure on all matters that are being negotiated".

228



- (iii) Industry policy, adjustment programmes to assist Industry sub-sectors and implementation of modernisation measures - also consideration of the summaries of the various Industry sub-sector presentations with a view to deciding possible further joint action.
- (iv) Work Security Fund - continuation of exploratory discussions concerning the possible integration of the proposed Engineering Industry Joint Training Trust with the Automotive Assembly Work Security Fund.
- (v) The right to strike, picket, demonstrate on all issues.
- (vi) The re-commencement of negotiations on the formulation of a Code of Practice to promote non-discrimination in employment practices. **(TARGET DATE FOR COMPLETION: 30 JUNE 1994).**
- (vii) Sectoral bargaining arrangements and levels of bargaining in the Industry. In this regard, the parties agree that a serious debate will be held on the question of a separate wage dispensation for the Border area for the 1994/1995 Main Agreement.

## **PROCESS OF IMPLEMENTATION**

### **EDUCATION AND TRAINING (ALL SECTORS)**

Set out hereunder is a summary highlighting some problems and critical issues to be dealt with in the implementation of agreements on Education and Training.

229

## 1. BACKGROUND PROBLEMS

- Apartheid left a heritage of illiteracy - two out of every three adults are functionally illiterate as a result of decades of Bantu education.
- Capitalism has been structured along traditional taylorist lines - in other words the majority of workers are classified "unskilled" or "semi-skilled", without formal recognition for the skills they have informally acquired.

Relatively few workers have benefited from apprenticeships - and these workers are in the main white and male.

- Company training, in the main, for non-artisan workers is purely task specific. It does not constitute an adequate base for the future - if the future is going to be skills driven and not task driven.
- Apartheid capitalism (combined) has resulted in a very poor training sector - with no qualifications for any workers other than artisans, for relatively few technical colleges geared to the needs of apprentices, and poorly trained trainers - much too little, for much too few people.
- There is also a very weak adult basic education sector - the Department of Education and Training provides most of the ABE for adults in South Africa, and it is simply modelled on what children do in school. Progressive literacy courses are time-consuming, are not nationally **recognised** and are small in comparison to the size of the need. Progressive courses have very little to do with the world of work. There are profit-making literacy courses, designed by consultants, which narrowly address work from an employer perspective. None of these courses is ideal.

## 2. KEY DEVELOPMENT PROBLEMS

230

- We face huge problems in relation to education and training and yet have weak training and ABE sectors. We cannot wish these problems away - there are very few "quick and easy" solutions, as we have to develop the capacity and the courses to deal with the problems.
- We could simply use inadequate courses - but the question is how are we going to improve these anyway? And do we really want to be promoting the use of bad courses - Is it not the case that this would, in the end, undermine the strategy especially using task courses rather than skills ones?
- We are a trade union, and yet the problems are education and training ones. Numsa's bargaining has put us in the frontline of national developments and workers believe we should develop courses as quickly as possible, and yet we cannot proceed without keeping in touch with other national developments as our sectors are sufficiently large to impact on national events.

### 3. **PROGRESS THUS FAR**

#### 3.1. **ESTABLISHMENT OF INDUSTRY EDUCATION AND TRAINING BOARDS**

- Automobile Manufacturing Industry Education and Training Board;
- Tyre Board - constitution finalised - but proposals to link to AMIETB;
- Engineering Industry - transformed the previously artisan only board to the New Metal and Engineering Industries Education and Training Board;
- Motor Industry Training Board - previously established - covers all workers, but work is focused on artisans.

- Eskom and Allied Training Board. Covers all workers

## 3.2 DEVELOPMENTS IN EACH BOARD THUS FAR:

### AUTOMOBILE

- Two board meetings conducted.
- A joint management/union working group established to conduct a survey of present training in the seven main manufacturers. Working group consists of a number of "neutral subject specialists" (language, mathematics, science and technology, health and safety) to analyse the material collected and develop outcome statements or competency statements for their area for our five levels to artisan.
- There is a need to engage with the technical colleges to assist with the technical courses.

### ***PROBLEM:***

Companies are resisting the analysis component of the survey. They are arguing that the working group was set up to collect information only. We are planning an urgent AMIETB to address this.

### ***CRITICAL ISSUES TO WIN:***

1. Get employers to agree to multi-skilling not multi-tasking.

232

- 2 Get employers to agree to fund analysis work
- 3 Promote merger with MITB and Tyre.

## **ENGINEERING**

- Agreed to establish a "technical working group" to develop proposals for the next MEIETB meeting.
- Pilots in Construction and Aluminium sectors to begin.
- Interesting discussions have taken place bi-laterally between ourselves and the Engineering Association SAVI - they are keen to become involved in working with us to ensure the upper end of the career path.
- Initial work at one or two companies.

### ***PROBLEM:***

Artisan unions are resisting career path structure. Employers are not prepared to "in principle" commit any money at this stage to non-artisan training.

Unequal representation on the Metal and Engineering Industry Education and Training Fund - Seifsa 14, trade unions 12.

### ***CRITICAL ISSUES TO WIN:***

1. Link between training and grading (pay for skills acquired not used) - cf linked to Technical Working Group 2.

233



2. Get support or at least minimise opposition from craft unions.
3. Get employers to fund some of the development analysis work being proposed - this will probably need to be addressed on a specific project basis.
4. Win equal trade union/employer representation on the Metal and Engineering Industry Education and Training Fund.
5. Consolidate and formalise work with the engineers.

### **TYRE**

#### ***CRITICAL ISSUES TO WIN:***

1. Integration with Auto AMIETB.

### **MOTOR**

- Progress has centrally focussed on "modularising" the artisan training schedules, and allocating modules to levels.

#### ***PROBLEMS:***

Progress has not been adequately integrated with other work in the area of education and training in the union.

Adult basic education not sufficiently integrated at this stage.

#### *CRITICAL ISSUES TO WIN:*

1. Integration of MITB with AMIETB
2. Link between training and grading for these workers
3. Then other demands as per auto employers apply.

## **PROPOSALS**

### **WORK ORGANISATION**

It is proposed that the Auto Sector be used as a pilot in developing clearer policies around work organisation. All the literature on work organisation and especially union experiences internationally will be consolidated and summarised. A workshop on work organisation is planned for the beginning of February 1994.

It is also proposed that we consider publishing a critique on learn production for public debate.

### **INTERNAL NUMSA EDUCATION**

235

An extensive education process around the bargaining strategy should be implemented. The main training session proposed is a 4 day course for RED RMO.RO and National Organisers from 11 - 16 November 1993. This to be followed by a series of regional workshops commencing in January 1994. This to be followed up with workshops for shop stewards starting February 1994. A restructuring manual, currently being developed, will form the basis of the training process. The proposed training programme is as follows -

- DAY 1 - Training Grading Skills
- DAY 2 - Work Organisation
- DAY 3 - Industry Policy (Job Security, Retrenchment/restructuring)
- DAY 4 - Implementation/Campaign, Plan Regional Workshops.

### **IMPLICATIONS OF THE STRATEGY**

It is proposed that a campaign be conducted around Job Security, Job Descriptions and the implications of the three year strategy in relation to flexibility (multi-skilling/multi-tasking) and plant level negotiations.

**L. KETTLEDAS**  
**NATIONAL SECRETARY : COLLECTIVE BARGAINING**

**14 OCTOBER 1993**

236

## RIGHT TO STRIKE

Prior to submitting a proposal on the right to strike to employers there are a number of important policy issues that have to be decided.

### 1. THE BALLOT

- 1.1. The union has to determine to what extent the ballot will be conducted with or without the co-operation and participation of management.
- 1.2. If the unions believes that the taking of a strike ballot is a matter that falls strictly within the union's realm and that there should be no interference by management, then it is probably unnecessary to propose a complex balloting agreement.
- 1.3. However should the union believe that the employer co-operates and participates in the holding of the ballot then a procedural balloting agreement will be necessary to try and avoid the kind of scenario that faced Numsa in 1992 with the strike interdict. The advantage of a balloting agreement, where the employer participates, is that it can bind the employer to the outcome of the ballot and could include a possible expedited arbitration process, whereby if there is any dispute over the balloting, the matter can be referred to final determination by arbitration prior to the industrial action taking place. This would then preclude an interdict on the validity of the ballot.
- 1.4. Another issue that has to be determined is the effect of an invalid ballot at one plant on the industry ballot, and whether this effects the subsequent industrial action.
- 1.5. The union also has to determine whether non-members who fall within the bargaining unit should partake in the ballot, and whether the union has a duty of fair representation to the whole bargaining unit. However the counter argument to this is the issue of non-members vote or not.

237

The LRA required a majority of members voting in favour of industrial action.

## 2. NOTICE OF THE STRIKE

- 2.1. There is no legal obligation for a union to give notice to a company of its intention to commence a strike.

## 3. THE EMPLOYERS' UNDERTAKING NOT TO DISMISS STRIKERS

The issues which need to be canvassed here are:-

- 3.1. Should the ban on dismissals be absolute; or
- 3.2. should the undertaking not to dismiss last for a fixed period of time;
- 3.3. If there is a breach of the strike agreement should this interfere with the industry wide undertaking not to dismiss employees, or should this just be limited to the employer of the employees who have contravened the agreement;
- 3.4. What can the union offer the employer in exchange for no dismissals for participating in strike action?
- 3.5. Should the union, as a compromise position, not propose that there be no selective dismissals across the industry? (i.e. No individual employer can dismiss, either all or none dismiss). This is effectively protection from dismissal.

#### 4. CONDUCT OF STRIKERS

- 4.1. The union will in all likelihood be required to give an undertaking that strikers will conduct themselves at all times in a orderly manner. Can the union ensure that this undertaking is complied with, and if there is a breach of this undertaking what effect does this have on the employer's obligations under the strike agreement. Will the employer as an individual be able to resile from the agreement, or will this affect the employers' obligations across the industry.

#### 5. PICKETING

- 5.1. A separate picketing agreement should be concluded which regulates the picket at each employer's premises. What is the effect of the picketing agreement being breached? And does this necessarily then relieve that employer of its obligation not to dismiss? What remedies does the employer have for such a breach?

#### 6. INDUSTRIAL ACTION OUTSIDE OF THE AGREEMENT

- 6.1. In most strike agreements, as a quid pro quo the union undertakes not to embark on any form of industrial action other than in accordance with the provisions of the strike agreement. Will the union be able to comply with such an undertaking? What effect will a wild cat / unprocedural plant level strike have on the industry wide strike agreement?

#### 7. ESSENTIAL SERVICES

- 7.1. Should the agreement provide for an agreement between the parties that certain employees are to be regard as essential services and will therefore not participate in industrial action.

- 7.2. The union has to consider whether this could divide workers. This issue has formed part of strike agreements in other industries and in terms of one of these agreements the essential service workers receive only 25% of their pay, the remaining amount being paid directly to the union into a strike fund.

## 8. EMPLOYMENT OF LABOUR DURING THE STRIKE

- 8.1. Should the employer be prohibited in the strike agreement from employing scab labour prior to or during the industrial action? What about employees who are non-members who continue to work during a strike?

## 9. ISSUES OVER WHICH PROTECTED INDUSTRIAL ACTION CAN TAKE PLACE

- 9.1. Is the union seeking protected strike action in relation to both disputes of right and disputes of interest? The employer will in all likelihood try and limit the scope of dispute over which industrial action can take place.

## **DISCLOSURE OF INFORMATION**

There are certain policy issues which the union needs to consider prior to submitting a proposal to the employer. These issues are:-

## 1. INDUSTRY v PLANT LEVEL DISCLOSURE

- 1.1. The union has to consider whether industry level disclosure as opposed to plant level disclosure will be sufficient for its needs.
- 1.2. The type of information provided at the two levels will be different, and it is very unlikely that individual employers who compete with one another will disclose information on financial performance on an industry wide basis.
- 1.3. If Numsa enters into an industry wide disclosure of information agreement it must consider what effect this will have on those areas where dual bargaining takes place or where house agreements exist at that level. Will the type of information that the union requires for industry wide bargaining be sufficient for collective bargaining purposed or would disclosure by each enterprise be necessary?
- 1.4. The disclosure of information agreement could possibly cover 3 areas. Firstly disclosure for the industry, secondly disclosure for plant level bargaining or house agreements, and thirdly the disclosure that is necessary for an exemption from the wage agreement. These 3 areas could all be covered in one agreement.

## 2. WHAT INFORMATION

This leads to the next issue:-

- 2.1. The union needs to determine exactly what information is necessary for industry wide bargaining. This does not have to be fixed in the agreement, as different categories of information are relevant at different times.

2 2+1



3. PARTIES v NON-PARTIES

Is the union intending to have the agreement Gazetted and if so can this type of agreement be extended to non-parties? Who would represent the non-parties in the disclosure of information on an industry wide basis? How would it be dealt with?

4. CONFIDENTIALITY

In industry wide disclosure there is a major problem relating to the issue of inter-employer competitiveness and the fact that individual employers will not disclose information which could come into the hands of their competitors. The union has to consider how this problem should be dealt with, especially if it envisages obtaining disclosure of individual employer's financial performance in the industry agreement.

5. AUDITORS

What role will chartered accountants and auditors play in relation to this agreement?

6. COMPREHENSIBILITY OF INFORMATION DISCLOSED

How will the union deal with the disclosure of information? Does the union want the disclosure made in a specific way?

242

## 7. INFORMATION AUTOMATICALLY PROVIDED

There must be certain categories of information that the employer representatives should provide to the union on a regular basis. This information could be listed in a separate schedule. e.g. The financial statements of public companies, number of employees in the industry, number of employers, average hours worked, overtime working, labour turnover, productivity and accidents.

243

# **RESPONSE TO NATIONAL STRIKE BALLOT PROPOSAL**

## **PRELIMINARY**

Our country is presently undergoing enormous changes in both social and political facets. Negotiations have become the order of the day, whether at a national or local government level. Lest we be misunderstood let us say at the outset, that negotiation is preferable to war or any other form of social upheaval.

Negotiation is not new to unions as this has been a traditional function. What is new is the fact that we (as unions) seem to be caught up in this current euphoria of negotiation. Consequently we go into all kinds of forums without the necessary assessment of what our role should be or whether it is essential to be there. It is our fear that we may be losing our sense of balance between what requires regulation and what does not. We must not confuse rights with procedures. For example, legal procedures are not automatically legal rights.

There are rights that workers, both nationally and internationally, have valiantly fought for and won. These rights, or entitlements, must not be subject to negotiation solely because this (negotiation) is the new national sport.

The establishment of a democratic order is long overdue and we welcome its advent. The enactment of a 'Bill of Rights' for the country augurs well for the future. The presence of our own COSATU delegates on the National Manpower Commission, which will be shaping all future labour legislation, must be welcomed.

It is our contention that there is no need to enter into a national strike agreement, as suggested, for the following reasons.

- The 'Bill of Rights' should guarantee equality in law. After adoption of the 'Bill of Rights' all statutes need to be revised and redrafted to ensure conformity with it (the 'Bill of Rights'). The remnants of the apartheid era still live on in many statutes and these need to be eradicated.
- The 'Bill of Rights' should guarantee workers the right to strike.
- Employers should have the right to lockout.

- 
- The Labour Relations Act must prescribe the dispute procedures to be followed before embarking on a strike or a lockout.
  - Adherence to the prescribed procedures (in the LRA) must grant **workers the protection, in law, against dismissal and lockout.** (Presently, where workers follow all the legal procedures they can still be prevented from embarking on a legal strike. This is frequently the result of an employer approaching the courts for an urgent interdict.)
  - Employer adherence to the proposed lockout procedure will afford him the same protection in law.
  - Dismissals form part of disciplinary procedures and must not be allowed to enter into the collective bargaining process.

There is a very real possibility that the aforementioned will be realised within the next year or two. We would caution against an unnecessarily hasty attempt to enter into a strike agreement with employers.

With this in mind we comment thus.

1. **Ad Paragraph 1.1**

The question about employer co-operation should merely focus on whether the company will grant balloting facilities.

**Insofar as the question pertains to employer participation we are not sure what is meant here. Does it imply giving employers the vote, a veto, observation rights or more? If any of the aforementioned, then how do we propose to limit their interference in the process?**

---

2. **Ad Paragraph 1.2**

The balloting by the union of its members is a matter that should only affect the union. The ballot procedures are prescribed within our union's constitution and make no allowance for employer interference. Employer interference in the ballot is dangerous and should not become a practice. Once we agree to give away this right what will be their next demand? The right to vote in our National Congress and in the election of NUMSA Office Bearers?

An inviolate right to strike, or lockout, can only be enshrined in the country's Constitution or a 'Bill of Rights'. This will necessitate changes to the Labour Relation Act which must prescribe the dispute, or lockout, procedure that has to be followed. Adherence to these prescribed procedures will guarantee protection of law against dismissals. In this instance we should allow the Department of Manpower to monitor the balloting process, if only to determine whether the legal procedures have been complied with.

3. **Ad Paragraph 1.3**

We need to rectify the assumption that NUMSA was unable to defend the court interdict because of unprocedural balloting. It is our understanding that the main problem in defending this matter was the absence of an administrative infrastructure that rendered us unable to account for our membership.

The rationale supporting the suggestion that we allow for automatic arbitration to determine the validity of the ballot is unclear. It is also not acceptable. This will open the door for employers to interfere in, what we believe to be, an internal union matter. The right to challenge the ballot is vested in the unions' members as guardians of it's constitution. We contend that protection of law must be guaranteed to those workers who have followed the dispute procedures as prescribed in the LRA. This would ensure that the

---

matter of a ballot and its validity rests with the union and the relevant government department and not with employers.

The suggestion that such an arbitration procedure will preclude interdicts is based on a naive assumption and has no factual foundation.

4. **Ad Paragraph 1.4**

It is unclear whether it is intended to negotiate this agreement at a national or company level.

It will be absurd to negotiate a national agreement, covering the procedure for a national ballot, that can be overturned if any single employer objects. Does this imply that a national ballot, covering 250 000 workers, will be overturned if an objection about irregularities is received from a company employing 10 workers? Irregularities should be judged on whether it (the alleged irregularities) will make a substantial difference to the outcome of the ballot. We would not favour entering into an arrangement as suggested.

5. **Ad Paragraph 1.5**

No union is legally compelled to ballot non-members. Further, no union's constitution compels it to ballot non-members. The only reason a union may wish to ballot non-members is to assess it's (the unions) ability to halt, or limit, production at the company.

The implications for non-members participating in a strike need to be clarified in law. This becomes a more important topic when one considers the application of the agency shop in certain sectors. The full implications of paying a bargaining fee will also need to be defined in law.



The focus here must be:

- (i) What are the implications for a worker who opts to pay a bargaining fee? Does the worker concede to the union the right to act on his behalf in all matters? Conversely, does the union only represent him/her in wage bargaining forums?
- (ii) What are the obligations placed upon the union in accepting such a bargaining fee? Can it (the union) consider that it represents all the workers and therefore declare a dispute on behalf of the entire workforce and not only the union members? If this is correct, then is the union not compelled to ballot the entire workforce, including non-members?

6. **Ad Paragraph 2.1**

The suggestion that 'strike notice' is something the union could concede to is foolhardy. This is akin to handing your loaded firearm to the enemy before the war has ended.

The use of the strike weapon is intended to force the employer to settle the dispute by withholding labour and therefore halting production. The element of surprise forms a very important part of this strategy. It will defeat the objective (of halting production) if we are to notify the employer beforehand. This will allow the employer to prepare for a lockout and the employment of scab labour.

7. **Ad Paragraph 3**

Dismissals should never form part of any strike agreement or labour legislation. Dismissals form part of the disciplinary process and represents the severest punishment that an employer can apply in these instances. Dismissals are not, and should never become, part of the collective bargaining process. We would argue that strikes form part of the collective bargaining process because it attempts to

force a settlement of a subject that is in dispute. Dismissals clearly do not fall into this category as it does not resolve the dispute but rather exacerbates it.

We concede that presently dismissals do form part of the collective bargaining process. Often we see employers locking out workers and then dismissing them. The workers are only allowed to return if they sign a new employment contract that contains different, often harsher, conditions.

It is our belief that workers embarking on a legal strike must be protected, by law, from dismissal, or lockout.

Lest we forget, this is a result of the cosy relationship that existed between business and the apartheid regime. Labour, and all other, laws were characterised by their bias toward big business. These apartheid statutes were designed to ensure a supply of cheap and submissive labour to industry. They were therefore devoid of any semblance of legal equality for the working class. These statutes are still in force today and need to be eradicated. Not only must we eliminate the policy and practice of apartheid, we must also destroy all the other vestiges of it as contained in present labour laws.

8. Ad Paragraph 4.1

Striking workers are not any different from the ordinary citizenry and should not be treated preferentially. The laws that govern normal behaviour of society should also apply to workers on strike. We therefore see no need to enter into agreements that may imply that striking workers are privileged.



9. **Ad Paragraph 5.1**

We are of the opinion that the 'Bill of Rights', or the Constitution, should guarantee all citizens the right of peaceful protest. It is therefore unnecessary to enter into a separate agreement on this matter.

10. **Ad Paragraph 6.1**

As argued under item number 2, protection of law should only be guaranteed to those workers who follow the prescribed dispute procedures, as may be written into the LRA. Wild cat strikes are unprocedural, largely spontaneous and very rarely form part of the collective bargaining process. It is suggested that these be dealt with in the normal course of disciplinary action.

11. **Ad Paragraph 7**

The list of services presently classed as 'essential' needs to be changed. The present list was drawn up during the 'total onslaught' era and includes many services that are not of necessity 'essential'. We would suggest that the ILO guidelines concerning essential services be looked at.

12. **Ad Paragraph 8.1**

If workers are to be given the right to strike then employers should have a commensurate right to lockout. This is important as it establishes the principle of equality in law.

This right to lockout, as with the right to strike, must be allowed, subject to certain procedures that should be prescribed in the LRA. The lockout can only be used in response to illegal industrial action.

---

By this we mean action that do not conform to the procedures as prescribed by the LRA. Under these circumstances the employer may be afforded the use of scab labour. (This will not be allowed where workers embark on legal actions.)

13. **Ad Paragraph 9.1**

This question is not relevant in view of our belief that protection of law must be given to workers that follow the legal dispute procedures. Morally the right to strike cannot differentiate between disputes of right or interest.

**CONCLUSION**

We strongly suspect that the motivation for wanting a national strike ballot agreement is an attempt to overcome our inability to account for our membership. We need to ensure that our membership records are up to date instead of wasting time negotiating these agreements.

The strike is the ultimate weapon in the armoury of organised workers. The strike weapon must be used judiciously. Prostitution of this weapon, through abuse, renders it ineffective. The result is that the purpose of strike action is lost.

J Foster & P Thomas  
10/11/93

## **RESPONSE TO DISCLOSURE OF INFORMATION PROPOSAL**

In addressing this proposal we asked ourselves the following question. 'Why is it necessary to enter into an agreement with employers who presently have the protection of law?'

Most laws presently in force were shaped in the apartheid era. The apartheid regime's obsession with secrecy reached new highs during the 'total onslaught' era. This highly successful nationwide con-job brought with it a myriad amendments to the statutes in regard to company law. Resultantly the '*Companies Act*' has been changed so that it no longer conforms to accepted international bussiness practice. The provisions of secrecy clauses in many acts, like the those governing the petroleum industry, is a case in point. The consequence of these changes allows South African companies to withhold information.

We would argue that what is necessary is a change to the statutes to take the country into an new era. The *Companies Act* at present prescribes the types of financial information that must be disclosed, in respect of public companies. Surely this act needs amending to ensure that there is freedom of access to information. Is it possible that these laws may be in conflict with the ideals of a free and democratic society.

# **EDUCATION**

**6.**



# **EDUCATION REPORT TO THE R E C OF 24TH NOVEMBER 1993**

This report will cover:-

**(A) Assessment of 1993 and Proposals for 1994.**

## **A. ASSESSMENT OF 1993**

The Education Assessment for 1993 took place on 6th November 1993. The approach was to assess key areas of Education at regional, local and factory level and make proposals for 1994.

The following areas were assessed and proposals made:

- (1) Ledcom
- (2) Redcom
- (3) Factory based education
- (4) Module One and Two
- (5) Leadership Training
- (6) Finance
- (7) Assistance to other Regions
- (8) COSATU Education
- (9) Other Workshops
- (10) Flow of Information
- (11) Redcom Meetings
- (12) Summary of data of workshops held in the Region

Locals were given one month to do local assessments of education at regional, local and factory level. The following locals reported on their assessments:-

1. Atlantis Local not able to full assessment.
2. Cape Town Local did their assessment, but did not send written report.

3. Bellville Local sent a written report.
4. Boland Local sent a written report.

## **1. ASSESSMENT OF LEDCOMS**

### **1.1. BOLAND LOCAL**

- Could not meet regularly as per set dates.
- All Ledcom activities were taken over by LSSC.
- Will try to start Ledcom Structure next year.

### **1.2. BELLVILLE LOCAL**

We were able to keep a core of shopstewards in Ledcom, however attendance was not always good.

We do not have fixed Ledcom dates, but met when required, sometimes more than necessary eg. **Congress preparation**. Two Comrades **M. Hoossen and Ike Abrahams - Hoossen** cannot attend regular Ledcoms, and **Ike** no longer wants to be a Shopsteward. Ledcom to address replacements.

Ledcom was able to carry out functions as per Redcom and the R E C, but local was not able to carry out its own programme.

### **1.3. CAPE TOWN LOCAL**

For the period up to August, the Ledcom functioned well, but due to retrenchment and the secondment of Moss - Ledcom is not functioning well. We have new Ledcom members and with Nikita, but attendance is bad.

### **1.4. ATLANTIS LOCAL**

Set dates for Ledcom, but did not always meet regularly. In June, we had a change in our Ledcom members and met when necessary. We have been able to carry out Redcom programme from registration to Modules One and Two.

Local Organiser is not always able to co-ordinate Ledcom because of the many functions he has to perform as the only organiser.

Ledcom is working with Campaign Committee on Voter Education, this has been the only programme we were able to carry out at local level, otherwise Ledcom functioned to carry out regional demands.

### **Proposals on Ledcoms for 1994**

- (1) Keep a consistent core for Ledcoms to prevent high turnover.
- (2) Shopstewards to be appointed to take responsibility for Ledcom, particularly in Boland and Atlantis.
- (3) All Spring School and Workers College Shopstewards to become part of Ledcom Core.
- (4) Ledcom Core to meet at least once per month.
- (5) Every Company to elect an Education Officer or Officers who should attend Ledcom once every 3 months.

## **2. REDCOM**

### **2.1. BOLAND**

From their report it appears that Boland had no serious problem with Redcom functioning.

### **2.2. BELLVILLE**

Whilst Redcom functioned well, we should conduct our meeting less formally and allow greater participation from the Chairperson.

We should also include and make allowance for doing some educator training.

### **2.3. CAPE TOWN**

Attendance to Redcom was poor and high turnover of representatives from our local.

### **2.4. ATLANTIS**

Ledcom attendance was poor to Redcom, but this has improved, with a consistent group.

### **Proposals for Redcom 1994**

- (1) We should have a less formal approach, which should have an education and leadership development role as well.
- (2) Should introduce a rotating Chairperson for meeting while still having a formal Chair and Vice-Chairperson to take on normal NUMSA and COSATU responsibilities.
- (3) We should try and incorporate a workshop format to our meetings to allow for greater debate and interaction.
- (4) Invited guests and interesting articles should be used in our meetings.
- (5) We should introduce formal reading groupings as part of our leadership training.
- (6) Need to build confidence and run workshops on facilitation and presentation.

### **3. FACTORY EDUCATION**

Had failed to start factory based education, or start Module One in the key factories.

### **Proposals for 1994**

- (1) We have to implement our decision on setting up Education Officers at Factory level and getting them to attend Ledcoms.
- (2) We should target key factories for Module One training.
- (3) Ledcom should plan and assist with factory based education. This will be their responsibility.

### **4 MODULE ONE / TWO**

#### **4.1. Boland:**

Has not done **Module One**, only 4 Shopstewards attended the regional **Module One** Course and 4 Shopstewards attended **Module Two**.



#### **4.2. Bellville:**

- (1) 40 Shopstewards still needed to be trained.
- (2) Language is the problem.
- (3) Need to monitor effects of the training and how Shopstewards are implementing what they have learnt.
- (4) Educators need more facilitation skills.

#### **4.3. Cape Town:**

We will have a followup on Module One on **Saturday 13th November 1993**. **Module Two** will be left for next year.

#### **4.4. Atlantis:**

16 Shopstewards to complete Module One, will complete in 1994.

**Module Two** will be implemented next year with the trained people.

#### **Proposals for 1994**

- (1) Need to monitor and assess Shopstewards after training have taken place.
- (2) Need to build educator teaching skills.

### **5. LEADERSHIP TRAINING [National Congress Preparations, Political & Economic Education]**

#### **5.1. Boland:**

The local felt courses i.e. **RPW and Political & Economic Workshops** helped build confidence and helped Shopstewards get involved in debates in the community.

#### **5.2. Bellville:**

Helped to train Ledcom through maintaining a core, but we did not prepare leadership properly for National Congress with respect to counter arguments. Some documents came very late e.g. **The General Secretary's Report**.

#### **5.3. Cape Town:**

In our own local we had very little political education. The Region should assist in increasing the number of leadership training.

#### **5.4. Atlantis:**

Identified leadership training as a problem in our locals, we will try and overcome this problem in 1994.

### **Proposals for 1994**

- (1) Need to increase leadership training, through existing meeting and structures, in the light of an intense year in 1994 and as per our proposals in Redcom.
- (2) National Newspaper should be covering 3 years wage strategy to help with educating and informing members.

## **6. FINANCE**

This has been an extreme problem for our Region and has affected both regional and local programmes.

This is unacceptable and Head Office needs to relook at how budgets are organised and allocated.

### **Proposals for 1994**

Each Region to be allocated a budget for 1994 and the Region then works within the yearly budget, allocating money for Ledcoms and other programmes.

If this recommendation is accepted, then Redcom and Ledcom should have regular financial statements.

Greater transparency is needed so Redcom is aware of National Budgets.

## **7. ASSISTANCE IN OTHER NUMSA REGIONS**

Western Cape assisted with Uption Module One training.

In this workshop it was obvious Shopstewards do not know anything about NUMSA or they have not had any contact with the Union.

The workshop should have been over 2 days.

### **Proposals in 1994**

Western Cape will be available to help other Regions, this will also serve

as training for our own educators.

## **8      COSATU EDUCATION**

**NUMSA has been active in COSATU R E F & Spring Schools and other Workshops of COSATU.**

**Also we have had to assist in the Alliance Workshops and workshops of Political and Community Organizations.**

The Regional Education Officer and the ex-Chairperson (Roger) have been very active.

### **Proposals for 1994**

- (1) We should continue to help COSATU, calling upon more of other Educators to assist in education activities and workshops.
- (2) COSATU Education Officer to help weaker affiliates, calling upon stronger affiliates to help in training. The Comrade must plan a programme of assistance.

## **9.      OTHER WORKSHOPS**

Redcom to also run other workshops that have to be called to respond to immediate issues, e.g.

- (1) Health & Safety;
- (2) Credit Unions, Saving Funds etc;
- (3) Union Finances;
- (4) Electronics.

## **10.     FLOW OF INFORMATION**

The Regional Education Officer should assist with this at all times, to keep Ledcoms informed.

## **11.     FUTURE REDCOM MEETINGS**

Should we have weekday or Saturday meeting.

### **Proposal for 1994**

We should continue to meet on Saturdays as per 1993.

**12. SUMMARY OF DATA OF REGIONAL WORKSHOPS/SEMINARS**

- (1) Number of workshops held;
- (2) Regional level.

TOPIC / MODULE 1 OR 2	NUMBER OF COMPANIES REACHED	NO OF SHOP- STEWARDS NOT REACHED
REGISTRATION	270 S/S (140 Companies)	
MODULE ONE	125 Companies	136
MODULE TWO	For S/S Education	
4 x LEADERSHIP TRAINING W/SHOPS	4 X 60 Shopstewards	
2 VOTER EDUCATION	145 Companies	
2 ECONOMIC WORKSHOPS	20 "	
4 ORGANISER TRAINING W/SHOPS		
2 CRASH COURSES FR NEW ORGANISERS		

**N.B:-** Module One, Leadership Training Workshop, Voter Education was reproduced at the local level.

Compiled by:



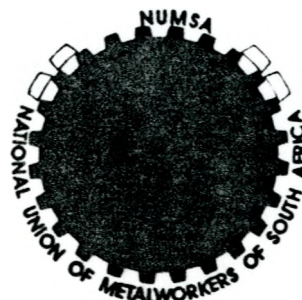
**T. RUITERS**  
REGIONAL EDUCATION OFFICER

# LEGAL

7.

# National Union of Metalworkers of South Africa

(Registered under the Labour Relations Act 1956, as amended)



## REGIONAL OFFICE:

205 Palace House  
1-3 Malta Road  
Salt River 7925  
Tel. No: (021) 47-6180/1

P.O. Box 64  
Salt River 7925  
Teletex: 555-167  
Fax No: (021) 47-5241

To : The Regional Executive Committee  
Att : The Regional Secretary  
Date : 7th December 1993

Dear Adrian

### re: ASSESSMENT REPORT

Attached herewith please find the Legal Department's assessment report for 1993.

The report is structured in the following sequence:-

- \* Primary function of the Legal Department
- \* The structures formed to facilitate the functioning
- \* How those structures actually functioned during 1993
- \* Recommendations to improve their functioning for 1994
- \* Seminars held during 1993
- \* Ways of improving the functioning of the legal office, etc.

I trust that this report will be useful in assessing our Region as a whole.

Yours fraternally

D. OMAR  
REGIONAL LEGAL OFFICER  
WESTERN CAPE REGION

**LEGAL DEPARTMENT ASSESSMENT OF 1993  
FOR THE REGIONAL EXECUTIVE COMMITTEE  
MEETING TO BE HELD ON  
THURSDAY 9TH DECEMBER 1993**

**1. INTRODUCTION**

- (a)** The primary function of the legal department is to effectively render a legal service for our membership in the Region and play an integrated role with the organising department. This service would amongst other things consist of:-

**(i) *Representing our members in:***

- \* Industrial Court Trials
- \* Arbitration Proceedings
- \* Mediations
- \* Industrial Council Hearings
- \* Conciliation Boards

**(ii) *Running workshops/seminars for both organisers and shop-stewards to enable them or assist to:***

- \* Effectively intervene during pending retrenchments
- \* Defending unfair dismissals
- \* Industrial Council proceedings and referrals
- \* How the Industrial Court functions
- \* Taking up members' grievances
- \* Handling Strike situations.

[Some of these to be done with in conjunction with the education department].

**(iii) *Run workshops for both local and regional Dispute Committee members which would enable them to:-***

- \* Evaluate disputes and dismissals
- \* Assess disputes and dismissals
- \* Develop their understanding and knowledge on labour law and awareness Industrial Court guidelines
- \* Familiarise them with all the legal resolution mechanisms.



(b) In order to render the above service, two sub-structures were formed:-

- (i) **Local Dispute Committees [LDC]** who consisted of basically 5 Shopstewards and whose functions are to evaluate and assess all disputes prior to instituting litigation and to be a sub-structure of the LSSC.
- (ii) **Regional Dispute Committee [RDC]** who consisted of 2 representatives from each local. These representatives to serve on the LDC as well. The function of this sub-structure was similar to that of the LDC in addition. To formulate programmes for legal seminars and the running of legal workshops.

## 2. ASSESSMENT OF 1993

Did these sub-structures function and fulfil its role as previously set out?

### A. LOCAL DISPUTE COMMITTEES

I have in the first quarter of the year requested locals to submit minutes of the LDC meeting to the Legal Department. This would have enabled me to follow the activities of the LDC's and to cross check cases referred to the Region with those discussed in the LDC's amongst other things.

LOCAL	MEETINGS FOR 1993	ATTENDANCE
1. ATLANTIS	3 Meetings for the year.	Poor
2. BOLAND	LDC not functioning.	--
3. CAPE TOWN	7 Meetings for the year.	Good
4. BELLVILLE	Unknown.	Irregular.

**[a] Atlantis Local**

LDC didn't function effectively and cases were discussed in the LSSC. It consist of 4 Shopstewards.

**[b] Boland Local**

LDC didn't function at all and cases were discussed in the LSSC.

**[c] Cape Town Local**

LDC functioned properly and cases were evaluated in the sub-structure. It consist of 5 Shopstewards and Organisers.

**[d] Bellville Local**

LDC functioned properly in the first half of the year but irregular in the second half of the year. It consists of +/- 4 Shopstewards and the Local Co-ordinator.

**RECOMMENDATIONS**

That the local consist of 5 Shopstewards elected from the LSSC. That their meetings coincide with one of the other sub-structures as in the case of Cape Town Local. That locals send to the Regional Legal Officer minutes of the LDC meetings held. Further that one Organiser be assigned with the responsibility of co-ordinating the LDC as in the case of Cape Town Local. That the Regional Legal Officer attend each local's LDC at least 3 times a year. This will enable the Regional Legal Officer to rotate from one local to the other on a monthly basis for the whole of the year.

**B. REGIONAL DISPUTE COMMITTEES****[4]**

MEETING DATES		ATTENDANCE	NO.
28 MARCH	1993	Very poor	3
7 APRIL	"	" "	2
9 MAY	"	" "	4
6 JUNE	"	" "	2
8 AUGUST	"	" "	1
18	" "	Very good	8
5 SEPTEMBER	"	" poor	1
10 OCTOBER	"	" "	1
14 NOVEMBER	"	" "	1

At least four of the above meetings had to be cancelled on the day of the meeting due to poor attendance. The only local who consistently attended right through the year was Bellville local, then Atlantis, Boland and Cape Town. I have always ensured that I telephonically contact the delegates over and above the notices that went out timeously.

In the first half of the year delegates have raised a concern regarding transport. I have then undertaken to take most of the delegates home after the meeting. There was still a lack of attendance. Our meeting would start at 11h00 and would normally finish at +/-13h30 with lunch provided. Bus and train times were obtained in the first quarter of the year and relayed to delegates from Paarl etc. Agendas and written material were at least most of the time prepared for delegates. It is therefore somewhat difficult to identify the problem in the lack of attendance at RDC level. The Regional Executive Committee will also recall the size of the initial RDC was doubled to ensure that more proper evaluation is done when disputes are evaluated. There has also been a high turnover in RDC delegates. The 1993 RDC delegates were:-

**Bellville : JOHANNES LOT**  
**THEO MABOE**

Atlantis : PATRICK SOLOMONS  
CHRIS COLLER

Cape Town : MAUREEN HEUGH  
GODFREY MATSHIKIZA

Boland : MOIRA ISAACS

#### **RECOMMENDATION**

That the RDC consist of one delegate per local as per the initial National Legal Department's proposal. The Regional Legal Officer should take delegates home after the meeting should public transport not be conveniently available to get them home. That the Regional Legal Officer directly liaise with the delegates regarding meeting dates, times etc.

#### **SEMINARS**

Three seminars were held of which one was for Organisers regarding Referral Procedures. The rest of the two were for LDC and RDC delegates regarding evaluation of labour disputes and how the Industrial Council and Industrial Court functions etc. All seminars were well attended.

#### **REGIONAL LEGAL OFFICE/OFFICER**

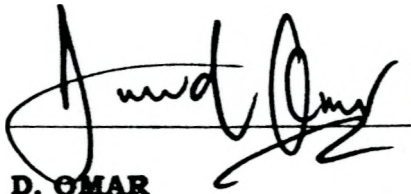
There is currently no adequate filing system in the legal department in order to render a quick and effective service to the locals and the Shopstewards. I am already working on a communication system that will ensure that a dismissed or retrenched member is kept abreast with the status of their case without having to call in to the office so often.

The locals will also on a monthly basis get a notice from the Regional Legal Officer that will reflect the days he is in either Industrial Council; Department of Manpower; Industrial Court; Mediation or involve in Arbitration proceedings.

## **CONCLUSION**

I am confident that an even more effective and efficient service can be rendered towards both the general membership and the internal local and regional structures, by playing a more integral role in the Organising Department. This together with an efficient and effective administration backup.

Yours fraternally

A handwritten signature in black ink, appearing to read 'D. Omar', written over a horizontal line.

**D. OMAR**  
REGIONAL LEGAL OFFICER

# LOCALS

8.

### 1 Constitutional structures

Attendance for the first half of the year was fairly good. House Agreement companies' attendance was bad and they only attended during LWC. The same can be said for the National companies, e.g. Tyre, Bosal etc.

LGM attendance still a serious problem. Meetings were scheduled close to townships, Bontheuvel, and this did not improve attendance.

We in the local are of the opinion more finances must be made available for transport and planning of meetings, e.g. media. We believe this will assist attendance.

### 2. Training/Education

Failed to reach general membership which contributed to poor attendance at LGMs and LWCs. The majority of shopstewards were reached through Module 1 course.

Topics which were isolated by the local for workshops had to be set aside, viz

- Meeting Procedures
- Health and Safety
- Political Overview

We were not able to make use of all our worker educators. Worker educators need to be empowered to take charge.

### 3 Campaigns

#### 3.1 LWC

New bargaining strategy was suddenly introduced at the beginning of the year. Shopstewards and organisers were not considered when this strategy was introduced. No workshops were held with organisers and shopstewards. Militancy of the workers was affected because of lack of understanding and this gave rise to poor participation in LWC.

#### 3.2 Organising the Motor Workers

Local still facing serious problems in the sector. No involvement from the majority of workers in the sector. There are establishments without representation and who are not interested in electing shopstewards.

#### 3.3 Voter Education/Election Campaign

Some of the big companies have had workshops on company premises. Many still have to be covered.

### 4 Cases

We were experiencing serious problems with cases in the local. Not a single case reached the Industrial Court which has a bad effect on the union.

### 5 Recruitment

The local did reach some of its targets which were set out at the beginning of the year. Thirteen new companies joined the union during this year and some of them already have shopstewards.

Three of the companies are insisting to negotiate a procedural agreement before granting us stoporder facilities. Three companies are in the introductory phase.

### 6 Retrenchments

Through retrenchments and closures some 500 members have been lost.

### 7 General

We are of the opinion that too much time of the organisers and shopstewards are spent in small meetings called substructures. This we believe weakens the constitutional structures. Because of the time spent in substructures shopstewards are not attending the constitutional meetings.

### 8. Recommendations

8.1 The local is proposing that all substructures be phased out.

LSSCs should be the structures that discuss all issues, i.e. organisers reports, factory reports, campaigns, cases



Regional Team members responsible for these areas to report to the Regional Secretary.

Delegates representing the Union at national structures or Cosatu to Report to Regional Secretary who in turn will report to the ROB.

### 8.2 Education

Educators forum be established regionally consisting of all worker educators, especially those who attended Workers College, Cosatu Schools, National Courses REO to circulate to keep educators informed through reports and meetings.

The forum to work closely with the organising department

### 8.3 Campaigns

All campaigns to be driven by the LSSCs.

Locals to submit monthly report to the REC on campaigns, recruitment and organising plans.

Where the need arises REC will constitute adhoc structures to deal with urgent issues.

### 8.4 Legal

LOSCs consisting of organisers and LOBs to monitor cases in the locals.

ROBs including RS and Legal Officer to monitor cases in the Region

Case registers to be implemented in the locals and the region.

### 9 Other

We are of the opinion that LOSCs and ROSC to remain as monitoring structures.

REPORT OF LOCAL ASSESMENT BY L.O.S.C.COMPANIES CONSISTANTLY ATTENDING:

FIRESTONE  
ALPLUS SHUTTERS  
ATKINSONS (SR)  
ENDEE PANELSHOP  
E.F.L.PRECISION ENG.  
CAPE POWDER COATINGS  
TULLIS  
CYL ENG.  
GABRIEL  
DORBYL AUTOMOTIVE  
TORONGO MOTORS  
AUTO ARMOUR  
COTTAGE CASTING  
FORLEZER  
AUTO ATLANTIC  
SHIPWRIGHT SERVICES  
MELKO BUTTONS  
BRIAN PORTER  
ALLWELD  
MMG  
J.C.F.MOTORS  
BAY MOTORS  
PARADISE MOTORS  
PENINSULA TOYOTA  
SCOTT STEEL  
FOUR SEASONS  
WINLITE  
CABLE & DEKLERK  
SCHIPPER STEEL  
BOSAL  
REEDS

POOR ATTENDANCE:

GLOBE  
NAUTILUS  
DORBYL (DOCKS)  
HENRED FRUEHAUF  
MODWELD  
MC CARTHY  
A.BRINK DIESEL

L.S.S.C:

Both the FACTORY problem and the ADMIN meetings are functioning fairly well since the problems of the start of the year were removed with consistant numbers attending the locals..  
Non attendance of old shopstewards as of late, new influx has beeb attending regularly poor participation by new shopstewards.Problem of levies related to meeting for fund raising results in shopstewards not attending. Explore the possibility of going to Saturday meetings. A survey in the past showed 90% support for Thursday.

**L.G.M:**

This is continuing to be one of the weak areas, as Saturdays is not a day that people respond to well and there are no funds for week day meetings. This type of meetings should be held more regularly in the run-up to the election. The constitution was not complied with in respect of these meetings.

**L.O.S.C:**

Representation has been a problem due to sub committee and industrial area committee not having concluded there elections of office bearers. Meetings were held regularly. The other structure should elect their reps eg office bearers.

**REPS ARE:**

Office Bearers of local.  
R.E.C.Delegate.  
Ledcom Chair.  
L.C.C.Chair  
Ind. Local Chair.  
All Organisers.  
Administrator.

**L.C.C.:**

Meeting regularly before R.C.C. Problem with attendance due to dismissals etc. Programme worked out to take campaigns to local for implementation. This committee should report to L.O.S.C. who would decide on format of report to local to ensure that meeting is well structured.

**L.D.C.:**

Need to seperate from L.O.S.C. Meeting with L.O.S.C. minutes to be submitted to Dawood.

**LEDCOM:**

Functioning fairly well. Want to concentrate on developing leadership amongst the shopstewards in the new year. Concluded Module I for the year. Recommended that worker college students should serve on the sub committees.

**STAFF MTGS:**

Has been held fairly consistantly. Position for future is this would be after R.E.C. from 9H00 to 12H00. Office Bearers to receive minutes.

**ORGANISERS MTG:**

Detail plan of the week. Organisers would be accountable to one another through a process of detailed plans being made for the week. This would encourage more collective style of working in local.

**R.E.C.:**

This structure is not encouraging participation from the worker leaders. Structure is seen to be rubber stamping reports. Delegates must caucus before R.E.C. as the absence thereof hinders their participation. Packages must be available timeously. No lively debates in R.E.C. anymore.

**REDCOM:**

This structure has been okay.

**R.C.C:**

Campaigns of the Union has not clearly been linked to the broader political developments. Resulting in there not being any political direction to our structures. REC to discuss these political implication of campaigns. Purely administrative issues like I.C. reports can be dealt by R.C.C. Procedure for introducing points to be developed.

**R.D.C:**

Most disputes have had to make application for condonation. To remedy this, disputes must be processed irrespective of R.D.C. having met.

**NEEDS OF LOCAL:**

More discussion around Saturday meetings. Develop shopstewards more effectively around political training, more education needed. More effective assistance from region to sort our problems. Communication between region and local to be jacked up.

**ends.**

# NATIONAL UNION OF METALWORKERS OF SOUTH AFRICA

(Registered under the Labour Relations Act 1956, as amended)

## REGIONAL OFFICE:

205 Palace House  
1-3 Malta Road  
Salt River 7925  
Tel. No: (021) 47-6180/1



P.O. Box 64  
Salt River 7925  
Teletex: 555-167  
Fax No: (021) 47-5241

DD : 30th November 1993

Per Fax

TO : THE LOCAL CO-ORDINATORS

FM : THE REGIONAL OFFICE

RE : 1993 ASSESSMENT REPORT

Kindly report under the following headings:-

### 1. MEETINGS HELD 1993

FMT

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
LSSC		11	18	15	13	10	15	5	16	11		
LSSC		25	9	29	27	24	29	19	30	28	25	
LGM			6				24					
LOSC			30	27		29	12	11	23	4		6
LCC				6		8	13	10	7	5		
LDC				6	19	29	8	12	23	4		
LED-COM		16	9	6		22	13	10	7	5		
STAFF		26	1				19	13			19	

### 2. ATTENDANCE

What Companies are consistant in attending the above structures and who does not attend/attend poorly.

### 3. PROBLEMS

What problems have been identified in the structures mentioned in paragraph 1.

# National Union of Metalworkers of South Africa

(Registered under the Labour Relations Act 1956, as amended)

## WORCESTER LOCAL:

54 Grey Street

Worcester 6850

Tel. No: (0231) 72826



Fax No: (0231) 74718

AS  
Copied To Organisers  
Date: 7/10/93

AAN : NUMSA WES KAAP - R.E.C. - 9 DESEMBER 1993

AANDAG : STREEKS SEKRETARIS

VANAF : BOLAND TAK KO-ORDINEERDER

INSAKE : BOLAND TAK SE EVALUERINGS VERSLAG AAN  
DIE R.E.C. - 9 DESEMBER 1993

Geagte Kamerade

Dié evalueering is 'n samevatting van aktiwiteite waarin ons "Local" vir 1993 betrokke was, wat oop is vir bespreking deur die R.E.C. en word gevolg met sekere aanbevelings wat kan lei tot die vooruitgang van die "Local" in 1994 en verder.

### 1. Vergaderings gehou vir 1993

Wat die Boland Tak betref is ons konstitusionele struktuur - die L.S.S.C. saam gestel uit Shopstewards te Worcester, Paarl en uit die verskillende dorpieë rondom Worcester wat deel vorm van die grense van die "Local".

Wat ons "Local" betref het ons geen sub-strukture gehad wat in 1993 afsonderlik van die L.S.S.C. gefunksioneer het nie. Omdat dit vir ons moeilik was om sub-strukture op te sit wat uit S/S van die verskillende dorpe moes bestaan, het ons net op Saterdag ontmoet. Daar is sekere gevalle waar ons wel in weeks dae ontmoet het, dit wil sê as die L.S.S.C. van enige Saterdag nie suksesvol was nie.

Die bywoning van die L.S.S.C. deur S/S was bevredigend vanaf Januarie 1993 tot na September 1993. Vanaf Oktober 1993 het S/S hul vergaderings al swakker bygewoon. Verskeie vergaderings was met die verskillende lede by hul firma's gehou waar daar S/S is om die probleem van bywoning van S/S te adresseer, waarna die bywoning verbeter het.



Die bywoning van Algemene Vergaderings deur die lede te Worcester en Paarl bly nog steeds 'n probleem. Die belangstelling van ons lede in die Motorbedryf in die aktiwiteite van die Organisasie is net nie daar nie. Iewers moet die Organisasie een strategie bewerkstellig wat Nasionaal in plek gesit kan word om die belangstelling van ons lede in die Motorbedryf te wen. Werkers in dié sektor is net nie bereid om Shopstewards te kies nie. Hulle is net nie bereid om hulle eie tyd vir Unie aktiwiteite op te offer nie.

Geen behoorlike personeel vergadering was in ons geval gehou nie. Die kommunikasie is wel daar, maar wat die uitvoering van pligte betref is dit miskien belangrik dat ons wel so 'n vergadering weekliks hou, om die bestuur van die kantoor vlot te laat loop.

## 2. "Legal"

Wat die "Legal" Departement betref was daar nooit 'n afsonderlike struktuur wat sake kon evalueer nie. Dit was altyd gedoen in die L.S.S.C. en was baie suksesvol.

Ons sal miskien in 1994 daaraan dink om dié struktuur te laat funksioneer omdat die evalueering van sake baie tyd in beslag neem. Baie onregverdigde afdankings was die jaar deur die tak gehanteer.

## 3. Opleiding

Geen basiese opleiding was die jaar aan S/S gegee nie as gevolg van finansiële probleme binne die "education" departement. Die afwesigheid van opleiding deur die S/S het 'n groot effek op die Shopstewards se uitvoering van sy pligte.

Ons vertrou dat die nodige fondse in 1994 beskikbaar gestel sal word sodat Shopstewards die nodige opleiding kan ondergaan.

## 4. "Recruitment"

Wat die werwing van nuwe lede betref het dit tot 'n redelike mate gegroei. Buiten die individuele lede wat ons ingeskryf het was daar altesaam vier nuwe firma's by die bestaande firma's "recruit" en strukture is daar opgeset.

Ons is tans besig met die werwing van nog <sup>8</sup>nuwe fabriekke en vertrou om dit by einde Februarie 1994 finaal af te handel deur die stigting van strukture in daardie fabriekke.

## 5. Veldtogte

Ons veldtogte was hierdie jaar baie swak ondersteun deur die lede sowel as deur Shopstewards. Die Streek moet sterk leiding gee wat dié aspek betref sodat duidelike programme van aksie in plek gesit kan word om ons lede meer betrokke te maak by ons veldtogte in 1994.

## 6. Aanbevelings

Vir die sukses van NUMSA in 1994 wil die Boland Tak graag die volgende aanbevelings maak:-

- (a) te veel vergaderings word gehou <sup>WAT</sup> ~~met~~ die Shopstewards uitput, so daar moet definitief minder vergaderings gehou word, bv. R.E.C. een keer elke tweede maand oor 'n naweek.
- (b) daar moet met alle sub-strukture weggedoen word, en moet daar met alle sake onder die verskillende departemente in 'n twee dae R.E.C. gedeel word.