

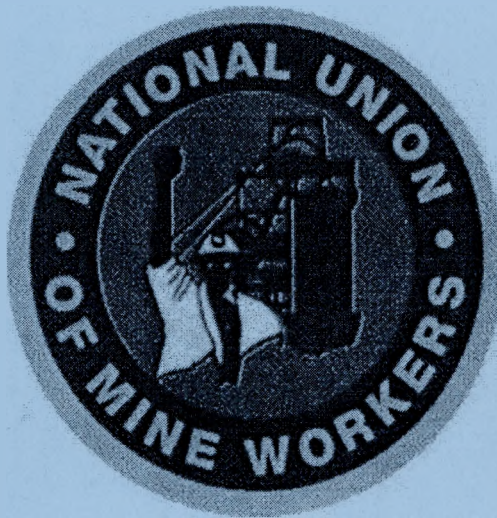
# NATIONAL UNION OF MINeworkERS

## WESTERN CAPE

7<sup>TH</sup> REGIONAL CONFERENCE HELD IN SPRINGBOK

12-13<sup>TH</sup> OCTOBER 2002

## SECRETARIATE REPORT



“MOBILISE AND INVEST FOR A SUSTAINABLE  
CADRE DEVELOPMENT”

**NATIONAL UNION OF MINeworkERS WESTERN CAPE  
7<sup>TH</sup> REGIONAL CONFERENCE HELD IN SPRINGBOK  
12 AND 13 OCTOBER 2002**

**SECRETARIATE REPORT**

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## INTRODUCTION

Three years ago this Province under the banner of the Western Cape National Union of Mineworkers gathered in this constitutional structure, the Regional conference under the slogan "Develop Leadership to Advance Socialism".

That conference then declared and adopted a comprehensive programme of action to take forward that Regional conference declaration.

- That the regional committee should and within the broad framework of the declaration ensure that the NUM in a regional context fight for better working conditions of our members.
- That the RC develops concrete programmes for the broader structures and membership to understand and ultimately be implemented at those levels.

This conference has to deal with the assessment of the progress made during this period under review.

Within the context of contestation forward mobility is ensured that seeks to help build the working class leadership which is ultimately or essentially political leadership.

Worker control is one of the key founding principles of our union which will be better understood and implemented when we are to begin to find synergy between the worker leadership and the intellectual capacity within our organisation.

This report will deal with the different chapters as identified.

This report will also deal with our participation in COSATU structures as well as lack of cohesiveness between branch leaders and general membership and also the possible fear to engage. We will also try and attempt to discuss the lack of information flow from our structures to the broader membership.

As we engage this report, let us try to use our organisational tools to resolve the problems facing our region and in particular the branches and as a result find suitable solutions to build and strengthen the organisation.

**Within this period of review, we have also celebrated the 20<sup>th</sup> anniversary of the NUM and therefore committed ourselves for the revival and dedication to ensure quality service to our members.**

## ACKNOWLEDGEMENTS

It is with great pleasure that we need to express our sincere warmth to each and every delegate from near and far and hope that the participation will only advance the goals and objectives of the organisation.

We pay our last respects to all mine – , energy – and construction workers as well as members of staff who sacrificed their lives in the line of duty. Our sincere condolences go out to their families and dependants. Let us draw inspiration from their fighting spirits and loving memories and declare that never again will our members be reduced to mere numerical statistics under the banner of "Members First – Today and Forever."



# **CHAPTER 1**

## **ORGANISATIONAL REPORT**

### 1. REGIONAL COMMITTEE

Over the last few years the Regional Committee became of age as we eventually moved the discussions and programmes forward.

What is to be highlighted is that there seems to be unevenness in terms of engagement from the various representatives in these sectors. In some areas of discussion, it seemed that there was no or little capacity from this branch leadership to take decisions and as a result ensure the implementation thereof.

Apart from the weaknesses experienced, there was a clear willingness from all affected that we need to steer the region to new heights.

This structure over the number of years under review was highly critical in terms of the operations of structures in the branches; structures in the regional context as well as a dire need for education and training for shopstewards in general which also include the execution of duties from the operational arm.

NUM has opened its doors for education and training.

It can also be reported with confidence that many of our regional and branch leaders enrolled for further advancement to ensure that capacity is built at an intellectual level but broadly to ensure usefulness for the greater good of the organisation.

Leadership underwent different courses and some are even exploiting the opportunity of further learning as we speak. Let us wish all of these comrades who completed and are still in the process of completion our best wishes in these institutions of higher learning.

It is with this aggressive enrolment programmes that we need to ensure well-rounded comrades to take the region to new heights.

The RC also elected a number of committees, e.g.

Energy restructuring

Contracting out / retrenchments

Politics

Economics

This endeavour showed weaknesses in terms of our approach as well as the extent of our implementation strategies. The region also took note of the assessment in the Secretariat report to the CC around the areas of geographical deployment and as a result beginning to deal with these weakness.

**The Conference is expected to express itself on the overall assessment and also indicate the tight collective or the lack there-of.**



## 2. MEMBERSHIP

The 1999 Western Cape Regional Committee resolved to ensure a new membership total for the region of 10 000. The region can report to this conference with pride that we are standing at 14323 members and still growing. There are still vast areas of improving our membership in all three sectors of operation. This conference must set a target of not less than 15 000 members for the next three years.

With the increase in membership broadly and the inclusion of the construction workers during the integration process, further increased our representivity to the constitutional and sub-structural meetings which resulted in our region increasing its expenses.

There seems to be a general acknowledgement that the broader membership remains ill informed around the resolutions of the organisation.

What also needs to be highlighted is that a vacuum exists between regional, branch leadership as well as the general membership. Conference is required to engage this matter bearing in mind that information is distributed at all levels of our structures, be it in the region or nationally.

Apart from the positive increase since the last regional conference, our region had to deal with a series of retrenchments; contracting out programmes by employers as well as a number of deaths.

**The Conference is required to give guidance on a comprehensive programme dealing in a co-ordinated and well-structured manner with these instabilities.**

Let us give the regional leaders, staff compliment as well as branches a round of applause in dealing with membership issues under extremely difficult conditions. There seems to be a number of inconsistencies in the manner in which we as branches and the region deal with membership totals received from management. Conference must give guidance in accepting the importance of dealing with membership totals and therefore systematically going through these printouts on a monthly basis. As a region we also need to look at a possible membership system which will be easily and readily available.

## 3. BRANCHES

The process of ensuring that all companies are constituted in the context of branches has been finalised as per the decision of the RC. A further process of decreasing the number of branches is being looked at, ensuring lesser but more stronger branches resulting in possible cost cutting exercises but not to the detriment of service delivery to these branches. Branches in the majority of cases remained reluctant to inform regional leaders of branch mass meetings.

Although represented in the RC, branch leadership is not taking charge of the functioning of the various sub-structures in their branches. Branch leaders remain reluctant to submit statistics in terms of the number of sub-structures operational in their branches.

**Conference need to take a critical look at branches not implementing constitutional decisions and campaigns around RACISM, HIV and AIDS; RETRENCHMENTS; SKILLS DEVELOPMENT and many more.**

The role of the education structure is going to be essential in not only dealing with institutional/academic advancement but to ensure overall organisational capacity building for our branch leadership. As a region, we need to ensure that branches are well equipped to deal with the complexities thrust upon them. The operational arm is called upon to ensure a well-focussed programme.

#### **4. THE 10 YEAR PLAN**

From a regional perspective we paid little attention to the specific measures as outlined in the 10-year plan document. The key thrust of the plan is to build strong branches where the "seat" of power will reside. This is where the members are located and where the Union's income is generated.

As we advance, we need to ensure that the branch structures constitute a cabinet with leaders responsible for different portfolios. Membership information systems must be implemented. The best scenario must be where the union at that branch is strong; the structures are working and disciplined with adequate financial resources as a base. There is also a dynamic interaction between the branch and the region.

#### **5. NUM FUNERAL CONTRIBUTION**

Although this is a resolution adopted by the National Congress, it has serious financial consequences for the organisation. As a region we need to look at possible alternatives in the context of absorbing these costs borne by the organisation. We also need to look at possible administrators, which will be able to provide this service at a reasonable cost price.

As a region, and in line with the RC discussions, we need to ensure that the construction funeral scheme is transferred to the direct service provider ( Best Funeral) or Sanlam and specific employers. As a region we must begin to ensure that the proper time lines are being put in order to ensure definite cut-off processes.

#### **6. INTEGRATION PROCESS**

From the onset we want to express our appreciation for all the role players, e.g. COSATU, SACP, Regional leaders and NUM National Office Bearers in the manner the initial discussions were managed until the final movement to the NUM Bellville Offices. With all changes, the element of fear for the unknown and resistance has been dealt with in a particular way. After a number of engagements in the regional office bearers meetings, shopstewards councils or mass meetings, leadership handled the matter in a very constructive manner.

We can report to this regional conference that the experience made us a more rounded people. Reference is made to the family of NUM be it mine, energy and construction workers in the various sectors of operation.

This integration process brought specific and dynamic challenges, e.g. Bargaining councils and its operations, lay-off for particular periods of time, e.g. rainy seasons, liquidations, etc.

**As a region and the Conference in particular we need to begin to deal with an approach in a more strategic and co-ordinated manner.**



## 7. PARLIAMENTARY OFFICE

In a regional context we did not do justice in terms of the relationship and the interaction with the parliamentary processes as far as that engagement is concerned. Participation with that office was unstructured, the communication was weak and information did not flow. It is expected that the education structure in particular and other structures in general, need to ensure a more structured engagement with this office. The role of the office is to keep the organisation up to date in terms of legislative processes and the necessary preparatory work on the part of the organisation.

**Conference needs to expand on the approach between the region and the office.**

## 8. SUB STRUCTURES

### 8.1 HEALTH AND SAFETY STRUCTURE

The area of Health and Safety remains one of our key areas of focus. The structure at a regional level continued to show improvement and willingness to engage with even further participation in national activities.

Conditions in the majority of companies especially in the construction and mining sectors remains areas of concern. Although the accidents were not significant, one death in the industries remains critical. In the energy sector deaths due to electrification and other unsafe working conditions remains an area of concern.

There is overall acceptance that the structures at branch level remain weak to none existent to non-functional in the majority of cases. It is clear that branches need assistance; shopstewards need training and therefore office bearers and officials are to ensure quality health and safety training and practices at all levels.

With the HIV and AIDS pandemic on the increase, branches need to double their efforts to negotiate fulltime shopstewards in all the major companies.

It is clear that members do not know their rights in terms of compensation and other related diseases. In order for us to meet safety standards, we need to ensure that branches have got safety structures, shopstewards and officials are capacitated and agreements are updated and signed. We need to instil the culture of discipline in everything we do.

Conference needs to express around the maintenance and sustenance of campaigns in a structured way, e.g. HIV and AIDS; Environmental issues; Mourning during working hours; radiation; asbestos; etc. We need to campaign against the installation of PBMR projects and to ensure that Health and Safety day to become a public holiday; fight for the same organisational rights as advanced countries in the context of globalisation and competitiveness, hearing problems of workers, etc. As a region we need to deal with the campaigns in a manner which will advance our particular aims and objectives.

As a union we have a responsibility to ensure that the standard of safety is high on the agenda of our structures and therefore take bigger responsibility for safety programmes. Our safety must be in our hands. The primary responsibility for safety in the workplace is a management responsibility.

## 8.2. EDUCATION STRUCTURE

During this period under review, this structure came under serious criticism from all areas and structures, especially the RC. This structure has undergone several changes and resignations during this period. Although the structure had programmes for implementation, it lacked the capacity to operationalise their programmes and courses as requested by the branches.

**As a Conference we are expected to give guidance in terms of the needs analysis approach and therefore taking the education to the branches and must therefore give broad framework on the implementation model.**

What is also an area of importance is that specific areas need to be identified and be focussed upon for smooth implementation. As a conference, we also need to discuss the issue of our comrades, leadership being appointed in higher positions at company level and as a result being excluded from participating in union activities or being criticised for climbing the ladder.

One of the key components of education and training currently and into the future is skills development and as a region we need to begin to vigorously take this programme forward.

What is clearly lacking though, is the relationship with our delegates representing the region in the different SETA's and the education structure. Conference is requested to give guidance on the broad programmes around education and training and the ultimate implementation mechanisms. ABET is a key driver for the majority of our construction workers and the campaign be taken forward.

**Clearly the areas of focus will have to be on skill development; specific needs based courses for the various branches, international literacy day, and our participation to be synergised in line with the COSATU programmes.**

## 8.3 WOMEN STRUCTURE

This structure like any other structure was characterised by problems of incoherence and complaints. At a regional level the structure should ensure forward movement, with the participation in regional and national activities. A clear indication is that women's issues were brought to the fore. It can also be reported that branches in the majority of cases do not take the support or participation of women seriously.

Much has still to be done at that level. Women structures at branch level remains weak. To a large extent do our male comrades and many in positions of leadership still not see any reason for the existence of this structure and therefore sub-consciously ridicule anything to do with women's issues.

At the levels of operation, we need to ensure that the campaign mode in the context of increasing the number of females, equality of pay structures, etc need to be highlighted and taken forward.

Strong emphasis needs to be placed on the organisational developmental aspect of women in specific as oppose to compartmentalisation.

**The battle for women empowerment remain an enduring area of contestation and therefore Conference must express its vigour in terms of future programmes. In the context of setting clear objectives we need to be realistic in the achievability and the setting of time frames.**

## 9. POLICY CONFERENCE

### (Key areas)

The overall resolve of the conference was that the organisation needs to pursue the re-alignment of these structures, ensuring that the mission of service delivery in a much shorter time. The spread of information will also filter down to the structures and therefore participants in these structures will ensure all roundness in terms of development cost cutting will ensure that resources will be saved and as a result be channelled for other priorities.

The level of debates in the structure will be increased. The Policy Conference also indicated that there would be a focussed approach. This re-alignment approach will further ensure that staff members will also be all-rounded in terms of quality service to our members. Part of the assessment was that the re-alignment exercise might have constitutional implications ensuring a more condensed, co-ordinated constitutional oversight structure with more shopstewards available.

**As a region under the re-alignment programme/focus we need to begin talking about possible sector secretaries and possible a project exercise. We need to ensure reasonable time frames for the implementation of policy direction.**



## 10. MINING SECTOR

For the last three years, this sector in the region consistently experienced the negative impact on our membership totals as a result of workplace change. Our membership in this sector is currently hovering on the brink of the +4 000 mark, from a membership of 6000+. This is a clear indication that the onslaught by capital is to ensure that they cripple the organised labour component. The jobless exercise remains bleak in the short to medium term.

A glaring weakness in the region was the lack of fast tracking of the mining summit discussions. It is clearly not in the interest of affected parties to maintain individualistic approaches and as a result sustain the element of poor implementation of programmes for the region, duplication of services and no clear coherent approach from all role players. We are of the view that alternative job creation needs to be investigated to take the region forward.

It was with great sadness that we and in particular the Northern Cape part of our region had to accept the decision taken by the board of Anglo America to defer the commencement of the construction of the Gamsberg project until signs of recovery in the world economy with the price of zinc in the world market in particular. The board has considered this project since September 2000 that also impacted on the then Minerals and Petroleum Development Bill at the time. It is hoped with the recovery of zinc, a positive decision will be taken resulting in the boosting of an ever-deteriorating economy in this part of our country. As a region we need to have a more strategic approach as oppose to the fire-fighting exercises we are finding ourselves in from time to time.

The quest for a sunshine industry!

As a region we must begin to strategically deal with the effect of the passing of the new Minerals and Petroleum resources bill. The lack of legislative muscle in the old pieces of legislation has made it possible for mining houses to exploit the resources and as a result conduct their operations in an irresponsible manner, reckless towards the environment with social consequences. A mine will not obtain closure unless a certificate has been issued thereby ensuring the company has met and complied with requirements of the act.

The Act provides for:

- Royalties to be used to promote rural economic development and social upliftment of communities affected by mining;
- Mining Companies to contribute towards local economic development to ensure visible and measurable poverty eradication.
- The minister may direct that royalties continue to be paid to those who currently receive them, especially for the upliftment of rural development.
- The ministry will actively assist the communities and traditional communities to become mining companies in their own right and will not only depend on royalties are licence holders.

It is a clear indication for the mining people be it, small scale, or junior miners, foreign or local mining companies, women and whites to take advantage of these new opportunities, which are opening up.

**As organised labour we need to ensure a well-structured and co-ordinated approach. Key to this fundamental issue and the heart of our industry is whether we are capable to engage the conglomerates; and black business in a manner that will advance the working poor and miners in particular.**

## 11. BLOOD DIAMONDS

Our union participated in the certification discussions of rough diamonds. This meant that diamonds would only be allowed into the European Union if they have a certificate stating that they do not come from conflict zones. It is hoped that other countries will comply with the "Kimberley process", a two year agreement to outlaw conflict diamonds. It is also hoped that the global certification system will be implemented as from January 2003.

It is estimated that the conflict diamonds make up only 4% of the 7biljon a year market in rough stones.

This diamonds played an important role in fuelling brutal conflicts in Sierra Leone and Angola and as a result threaten to destroy the entire industry.

What is key though is to ensure that these diamonds are not smuggled through at least one or more countries before being exported.

Also to illiminate or minimise the mix of conflict diamonds with " clean" stones.

As NUM we need to detail our role in this process.

## 12. ENERGY SECTOR

In a regional context this sector can make significant impact, but as a conference we need to address the weaknesses in this sector particularly in our region. Indications are that at a branch level, members are not politically and organisationally inclined, thereby not driving the agenda of the organisation. Although there are pockets showing willingness and even the ability to drive the programmes, in the main structures in this sector remains weak.

This sector has gradually outgrown the misconception that the shopsteward councils are equal to the constitutional structures and as a result relative stability can be reported. This sector in the context of the region needs to take initiative in formalising programmes and responses around our position as an organisation relating to the radio-activity debates around nuclear, furthermore formulate positions around the PBMR project possibly to be assembled at Koeberg as well as the current restructuring processes in the energy sector with specific emphasis on Distribution. It is in this regard that this sector can play a leading role in guiding the discussions in the organisation and in particular the region.

There is a decision taken by Government that 30% of ESKOM generation is to be sold off and therefore opened up for privatisation. As COSATU we remain oppose to the piece meal privatisation process of the electricity industry by the government. Although on the part of labour we voiced our objections it became apparently clear that the government remained committed with their drive of privatising ESKOM and opening up the industry for future competition.

The Nat Holding Company has been established which will oversee the restructuring of the industry with the inclusion of labour in the NHC board of Directors.

### **Conference needs to give direction on the way forward for this sector.**

What is required though is a structured approach with the ESKOM fulltime shop steward playing a leading role in this sector. Conference to come up with clear time frames resulting in the consistent analysis of this sector in the region which will also include the various campaigns. Arguments for the restructuring of the Distribution sector implies that optimisation of the electricity supply industry will be ensured to provide adequate, low-cost and reliable electricity. Fragmentation of the industry minimised and the disparity of prices paid by customers.

The energy white paper at the time placed much emphasis on introducing competition to the electricity supply sector. This process since then, clearly sets the playing field for the piece meal privatisation of ESKOM. It should be our view as the NUM that ESKOM be restructured to focus on improving efficiency levels rather than privatisation which has led to diminished quality of service in other countries.

### **As a region we need to focus on strategic programmes of campaigns and as a result ensure that this sector is leading that process.**

In the context of the above-mentioned we need to begin to tighten our co-operation with CEPPAWU and SAMWU in order to reconcile our strategies in the industry.

Apart from the ongoing engagement with the employer, NUMSA remains consistent in their resistance in handing over our membership. As a matter of principle, the federation in the region lacks the will to intervene decisively.

The process of ensuring vigorous support and participation in a regional context need to be taken to a higher level. As members of SAEN within the SADC Region, we need to campaign for the interconnectedness of energy workers broadly and ensure stronger regional resistance in the energy industry.



Clearly there is a need for the region to ensure that the membership in this sector in particular and members broadly be contiountised for greater participation. Staff must also to begin to familiarise themselves with developments in the energy sector.

### 13. CONSTRUCTION SECTOR

As indicated in the section under "Integration", this sector brought with it major challenges for us as an organisation. There is a clear need to ensure that a more co-ordinated approach is paved for all of us, not only to understand but also to participate effectively in this sector. We need to report that the period under review of conclusively understanding this sector was indeed too short.

There is serious need for shopstewards in this sector to be thoroughly inducted in a more aggressive manner. Within this short period post integration, as a region we have experienced a number of joblosses in quite a number of companies, e.g. we had to deal with lay-off processes as well as a number of liquidations. Again we need to have a more strategic approach towards this sector.

**What is seriously lacking is a sector summit in a regional context in order for employers to begin to understand and even to a small degree appreciate the role played by the NUM.**

Although there are attempts to ensure greater participation in the Construction SETA, the relationship with our delegates and Education structure remains an area of concern. This sector is also to begin to drive the formation of a single bargaining council for the region as a first step. Clear time frames need to be set and the participation of worker leaders in these councils to be effected as a matter of urgency.

In the membership department, there are still areas, not only in present but also future companies to be recruited. This sector brought life to the union in this region. We need to congratulate the sector for standing out in cases when called upon by the federation.

The process of streamlining this sector in line with the constitution was a tedious one. Some branches are still not sure in terms of those consolidations. It is the view of the office bearers as well as the RC that these branches should be taken through a second round therefore ensuring optimising the resources of the organisation but not at the expense of the members.

The establishment of sub-structures in this sector remains part of the process. As a region we need to set ourselves reasonable time frames in order to ensure progress in this sector.

Ill discipline and a lack of organisational culture may open us for opportunistic vultures, which are feeding on the weaknesses of our members. Indirectly some staff members are also playing into the hands of these counter revolutionaries and as a result doubling our efforts under these conditions.

The bargaining council is clearly an area, which needs a focussed approach. The drive to empower worker leaders needs to be facilitated to ensure that worker issues are raised and put onto the agenda. As an organisation and a region in particular, we need to begin discussions with opposition trade unions and therefore forge worker solidarity in this industry. Time scales need to be set.

## 14. COSATU

Our region began to participate in the structures of the federation especially in major programmes of mass action and mobilisation. The integration of the construction workers made an obvious difference.

Some of the weaknesses of the regional leadership however were the non-visibility in the constitutional structures, which need to be resolved. As a region we failed to ensure active representation in the joint shopstewards councils as called by Cosatu.

Another lack, which needs to be resolved, was the participation of our organisers and educator in the activities of the federation. As a region we need to have a more even spread in terms of balancing the work of the organisation v/s the work of the federation.

## 15. FINANCE AN ORGANISATIONAL OVERVIEW

The region to a large extent remained trapped in the expenditure cycle in the areas such as transport, accommodation and telephone costs which are fairly basic in terms of our normal operational costs. With the performance management instruments in the process of being rolled out, outputs are to be measured and assessed from time to time to ensure that all functionaries remain within the regional allocated budget. Criticisms from structural leadership were raised from time to time due to a lack of finances [transferred] from our head office with the resultant suspension of operational activities.

Although, but not to a large extent, the impact of the funeral contributions scheme was also a negative factor within the regional analysis. With the integration of the construction workers within the fold of the NUM, further financial pressure was placed on the region in terms of expenses, therefore increasing the current expenditure pattern.

As a regional leadership, we remained committed to the financial discipline although a number of regional and branch activities had to be sacrificed in the process.

There needs to be a major transformation and relationship exercise undertaken between our head-office and the regions and in specific the finance department. As an ever growing and ever changing organisation we need to begin to change with the technology and therefore begin to talk the talk and implement the electronic financial systems as a matter of priority.

The management of the finances can no longer be the preserve of the regional office bearers. As a RC we need to begin to take collective responsibility including staff members and as a region we need to take this area of work seriously.

**As a conference we need to debate the issue of agency shop agreements in order to double our efforts in the service delivery department of our organisation. Strategies need to be developed to ensure that these funds which are located in the various companies be utilised to ensure that funding of our organisational programmes are sustained. Proper time frames need to be set. Conference needs to pronounce on the matter.**

# **CHAPTER 2**

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## **OPERATIONAL REPORT: STAFFING**



## CHAPTER TWO: OPERATIONAL REPORT: STAFFING

### 1. STRATEGIC SUPPORT

Over this period of review, on several occasions, critique has been levelled against this section of the organisation. It ranges from operating from the offices, staff not doing the necessary and required induction courses hence maximising the fire fighting and dependency syndrome in the region, some staff members not well equipped in dealing with specific pieces of legislation. We need to find synergies between the high expenses on telephone calls and petrol consumption as oppose to the service delivery to members.

Despite the criticism from all corners of the organisation the majority of staff members remain committed to the delivery of service although in many instances at different rates. We are highlighting the sometimes-difficult situations they are forced to operate under. There remains a lack of cohesiveness amongst staff members in the area of sharing of information resulting in implementing programmes on an individualistic approach. Staff output is not yet at the level of ensuring that capacity has been built at branch level and as a result delivering the professional backup towards branches as required from an organisation such as the NUM.

There is an acknowledgement that we are in an ever-changing environment, where technology is continuously changing. Within the region we need to ensure that our staff compliment is capacitated to ensure and secure that professional back-up service to all our members.

**Within the organisation we must begin to allocate appropriate time for these officials to undergo certain training courses to enhance their thought processes to the advancement of the organisation and themselves.**

### 2. DEVELOPMENT

It is also with sadness that we report to the Regional Conference that not one of our staff members are in the process of furthering their study careers. We need to continuously impress upon these employees of the organisation to participate in further study programmes or even other recognised institutions. There is realisation that the realignment approach in terms of the sub-structures will also enhance the execution of serviceability thereby minimising the time spend and even ensure all roundness by way of interaction.

It is the long term ideal of the organisation that energy, construction and mine workers must have the ability to run this union effectively. It will only be possible if there is a structured approach which must ensure that the conditions in setting that objective be enhanced and therefore a need for a good working relationship between workers and staff.

Education programmes are needed that are directed at raising the class-consciousness of our members but more specifically of our staff. In order for staff to ensure strength in the organisation information is to be assembled, discussed and distributed therefore ensuring that the role-played by staff is complimentary to that of the constitutional structures and the element of competition is eradicated in the organisation. Our capacity to continue engaging capital should be continuously improved. The day when workers have the necessary analytical ability, staff must of course derive satisfaction.

### 3. CO-ORDINATION

It was with much anticipation that we acknowledged the appointment of the new regional co-ordinator. The region remained optimistic to an extent but identify areas of weakness on the overall management. It is hoped that with the strategic approach and role played by the operational manager, the region will experience greater heights. We need to acknowledge the good work done by all involved and as a result not spending the bigger part of our productive energy on the weaknesses under which we find ourselves, comparatively speaking.

In order that discipline is instilled, we require a leadership and a dedicated staff complement that are passionate and visionary but also are mindful of the lost courses and therefore need to address the area of basic management skills. As leadership we need to deal patiently with those who try to sustain negativity and rumour mongering in the region and in the organisation at large.

"Group development takes place when group members stop looking for scapegoats or project their own unacceptable shortcomings onto others" Holway 1991.

We can assure conference, that we are getting there and therefore deal with problems that are on our way. As staff members we need to move away from compartmentalising hence the support for aggressive human resource development and therefore move in the direction of inclusivity.

Let us conclude as a conference that our staff members remain relevant and are critical for the success of our region, specific and union in general. In everything we do, is the member!



The background of the slide is a grayscale collage. In the top left, there are several sheets of paper or documents. In the bottom left, there is a sketch of a hand holding a pen, writing on a document. In the bottom right, there is a close-up of a clock face showing the numbers 3, 4, 5, 6, 7, and 8.

# **CHAPTER 3**

## **POLITICAL REPORT**



**WESTERN CAPE POLITICS**

Over the last three years, the region began to participate in the activities of the Alliance. The first assessment remains a visible distinction between the Northern Cape and Western Cape parts of our region with the Namaqualand side playing the leading role. A shift started to emerge after the integration process of the construction workers into the NUM.

The Cape Town part of the region started to become more and more visible in terms of our participation in activities of the Federation.

The last regional conference endorsed a programme for the RC of ensuring that political schooling is enhanced in the region and as a result inviting political leaders to our constitutional structures.

Although effort has been put to enhance participation, it can be reported that these efforts remained relatively weak to poor.

Since the last electoral processes, the region remained with the stigma of relentlessly resisting the broader transformational processes resulting in returning the reigns of the province into the hands of the opposition although it was with a small majority.

As an affiliate in COSATU, we, the NUM, need to play a more dominant role in the region. Although all our sectors are key for this region there is a lack of interface with the broader political structures.

What is clear though is that in the time of elections it is then when we have an effective alliance. What also begins to clear in the constitutional debates, was that for the motive forces to be central in progressively driving the NDR in the context towards movement to the revolution for socialism.

**As a conference we need to discuss the effects of what we are doing at a policy level when the outcome is to the right, e.g. GEAR.**

At a regional level, the alliance structures must work in consultation with one another, which remains an illusion. Those engagements should have the resultant effects of consensus seeking amongst the partners on issues on the agenda.

The matter of the political centre remains out of reach. There need be a set of meetings for the partners to engage on and take the programme of transformation forward. The ANC cannot be the political centre when there is more than one partner and therefore be the instrument of engagement at that level.

As a conference we also need to debate what the relationship will be between the Alliance structural meetings and the cabinet at the end of the day where the real policy decisions for the country and the provinces will be taken. We must also begin to define the role of the leader in the alliance structure.

There will always be contradictions in the relationship and the motive forces; the key is therefore the management of these contradictions.

COSATU Western Cape leadership at the time played a leading role in the support for the co-operation between the ANC and the NNP. What needs to be reported though is that our membership on the ground and the broader COSATU was and remained sceptical and cautious as the processes unfolded. One of the main critics at the time was that the leadership of the ANC did not communicate the internal processes to the broader alliance structures in particular. The ANC leadership in the province was reluctant to take the SACP/COSATU - Alliance partners on board.

The province remains plagued at the level of continuousness with the "swart gevaar" syndrome. At a sub-conscious level the race card is used from time to time in order to pursue in particular interested party/ or parties' agenda. We need to deal with the issue of racism no matter what format or from which direction. The co-operation agreement with the NNP meant the future creation of space by those who remain politically ignorant and to an extent not of their own making. That agreement did not talk to the issue of elections but purely on the grounds of governance but it also ensured that parties are to co-operate on a primary level and manage the secondary contradictions.

The agreement clearly meant at the time for the province to begin the introduction of being hegemonic and therefore contextualise the direction of this province.

The question is how do we ensure at a political level that the structures of engagement remain operational but also being mindful around the plight of the working poor. As a Union in the region we are seen as a marginal union with little impact as an organisation.

**How do we as a region take our collective strength forward?**

**The philosophical analysis argues that the alliance is the only vehicle to take the transformation process forward.**

## **SPRINGBOK/ NAMAQUALAND POLITICS**

In the Springbok/Namaqualand area we are continuing to make impact and play our role in that part of our region.

In the latter part of last year and during this year there seemed to be tendencies on the part of leadership from the ANC in that province which resulted in the relationship between the ANC and the NUM in the province to become sour.

It can be reported that the relationship improved with the interventions at particular time periods. As a region there is a clear need to ensure that we claim the space which we occupy at the national level. Our leadership is to be capacitated to ensure effective participation in all the federation structures and as a result pushing the boundaries for the struggles of our members within the framework of the alliance structures.



# CHAPTER 4

## ECONOMICAL REPORT

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**1. REGIONAL OVERVIEW**

As a region we began to put the issues of economics on the agenda of the regional leaders. This area in a regional context remains an area of concern.

During the last few years' individuals inside and outside the organisation, especially in the Namaqualand/Springbok area began to start small mining contracts and even possible business ventures. What was and is still lacking is an organisational approach in the resolve of empowerment for the lower classes of our communities.

The question of ownership of the industry is not one which can be wished away. It is therefore important to have policies for social ownership and democratic control of the economy. For example, pension funds, need democratisation as do life insurance funds and building societies. Together they amount to 60 % of equity of SA companies and a tiny elite minority of around a few hundred people controls them. Respect and pride in history is one thing, being trapped in its history is quite another.

Yet these institutions are holding money and life policies, mortgages and savings on behalf of millions of ordinary citizens. This is not just to do with the democratisation but also a question of economic policy because these financial institutions have completely failed to use their enormous leverage to create a system of finance geared to the long term interests of the population rather than the short term leverage of shareholders. Redistribution of ownership must remain a principal objective for socialism. COSATU to remain supportive of the long-term objective by the SACP in the campaign for the restructuring of the financial sector.

- No access for the poor
- No credit facilities for SMME's
- Redlining of townships
- Elements of racism
- Establishment of a co-operative banking system
- Revitalisation of the co-operative sector

The real debate on the left today is not between the labour modernisers charged of being "traditionalists" but instead between the social democrats who wish to manage the free market more humanely and libertarian socialists who wish to change it fundamentally. As people become more and more aware of the failings of the free market and more disillusioned with the politics, which have promoted it, they will be looking for a radical change or alternative.

As a region we also need to discuss the allocated tax take that some government departments are unable to spend for lack of capacity.

Workers must make high demands on the collective bargaining arena. As workers we must kill the notion that inflation is caused by high wage increases. Director's earnings rose by four times the rate of inflation, twelve times the rate of growth and three times and more than that of the average unskilled worker.



## **2. BEE**

Under the period of review, we have seen internal weaknesses within the Black Management structure with serious defects, which led to the split in Black Business as a whole. As institutions of transformation and empowerment it did not augur well for the face of the country and Black Business in particular. There was definite enthusiasm after the long awaited resolve by both parties in the Black Business environment.

It is hoped that the new leadership to be elected will drive the agenda of the broader business communities with the aim of transforming the South African business landscape. It is further to be accepted for the time being that business in the context of an integrated approach is still to be operated within the broad framework of colour lines.

As branches we need to be cautious of being part of black economic empowerment companies, being misused as an organisation for selfish interests.

On the broader front we see and experience the catastrophic effects of globalisation. Companies are relentless in their drive to restructure their operations with no and too little effect on the human resources. In all three of our sectors we feel the impact with ESKOM, where restructuring is paving the way for partial privatisation of this sector; the mining industry is continuously shedding jobs with the phasing in of new mechanisation and the construction sector openly contracting out major parts of their operations.

## **3. GEAR ANALYSIS**

Our assessment of GEAR under the period of review is that from the onset we need to highlight that GEAR has not delivered a Reconstruction and Development Programme as an alternative. As a country we have seen far less than the highly promised 6% + growth role in production and therefore a jobless growth.

Instead of creating jobs, GEAR has led to job losses of at least 500 000 in total. Certain sectors have been especially hard hit-

Mining sector with more than 138 000 job losses

Public sector with more than 120 000 job losses

Construction sector with more than 90 000 job losses

Metal and Machinery sector with more than 54 000 job losses

Clothing, textile and foot wear sector with more than 40 000 job losses

The main goal that GEAR has succeeded in meeting has been cutting back on government spending. But what does cutting back mean for the poor ordinary working people? It means that less money is available to provide services and infrastructure to communities where it is needed most. It means less money available for job creation programmes.

Another target met by gear is increased exports, but also for a few select industries, e.g. motor parts, metals and chemicals which use lots of technology rather than employing workers. On the other hand, while more goods have been exported many goods have been imported which led to business closures and retrenchments.

Government's decision to lower tariffs on clothing and footwear has meant that our markets are flooded with cheap imports from overseas especially in countries with weak unionisation. When workers in SA strike for higher wages, they are accused of scaring investors away.

Lastly, but not the least, GEAR has carried out a programme of "restructuring state assets" meaning setting the scene for the ultimate privatisation process. Selling off part of TELKOM, SAA, ESKOM, DENEL and ISCOR. In many parts of the country, municipal assets have been sold off, e.g. Queenstown, Johannesburg and Durban.

### **Our responses as workers:**

- 1999 - Public sector strike
- 10 May 2000 - March for jobs which included a national stay-away to combat outsourcing, privatisation and retrenchments
- Developing programmes through mechanisms like the job summit and the people's budget; e.g. social equity document by COSATU.

Is the people's government taking advantage of the democratic institutions, resulting in the elected leaders making decisions at the expense of the poor majority. What should our approach be to ensure that our elected leadership advances the programmes of the working and poor in particular as oppose to the rich and first world countries of the world.

As a region we must actively begin to formulate a resolution: "Stop Supporting Capitalism"

Implying that we as a working people and the poor stop buying on credit, and therefore boycotting capital structures of exploitation and as a result not being trapped within the cycle of debt. Institutions of learning, be it Trade Unions or academic centres, government departments need to take responsibility for instilling a culture of financial discipline and the expenditure part thereof.

The government is assuring high interest rates for investors' and as a result attracts foreign investment. As a working class we need to begin to support the opening up of the market resulting in greater levels of competition which will result in higher wages and to an extend lead to less exploitation of the working class.

It is in the interest of capital not to invest in the country, not to create jobs for the working poor and then ensuring that they as the capitalists manipulate and control the economy. It is in their interest to invest in the London Stock Exchange; the highly questionable American market, etc.

In the current scenario, employers and in particular big business are not ploughing back massively thereby showing a lack of confidence in the economy.

Currently there are no national or low levels of national capital stock to boost economic activity. As workers we must take the lead to start investing heavily into the economy. As working people begin to address the levels of debt, we also at the same time need to increase our savings in order to reduce and minimise the dependence on debt relief as a method of partial and in some cases total survival.

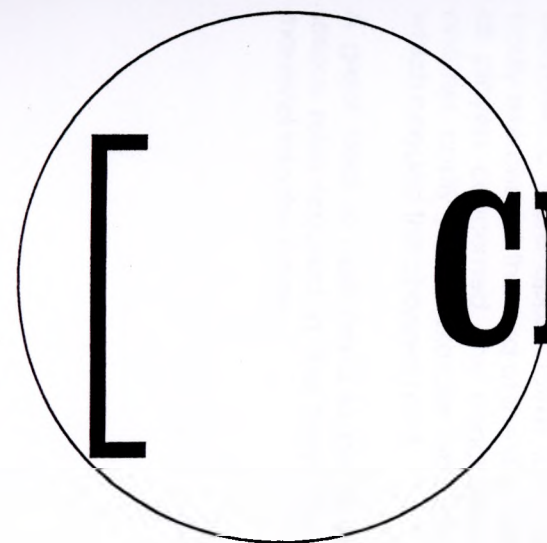
#### **4. MINEWORKERS DEVELOPMENT AGENCY (MDA)**

As a region we have started discussions with the MDA. The process needs co-ordination and fast – tracking to ensure that the necessary role players as well as business instruments are streamlined. Our area and in particular, the mining sector need the assistance and the support for ex-mineworkers to start small to medium scale business ventures.

We need to engage companies in these areas to open up investment opportunities for the region by supporting our business initiatives, inter alia, poultry, growing vegetables, possible tourist attractions, etc.

Other alternative opportunities need to be explored, e.g. Grazing and cultivation of land, with the newly legislated Mining and Petroleum Act opportunities for small to medium size mining companies, etc. as well as small to medium basic food production programmes.

There need to be a co-ordinated and strategic approach by the organisation with the inclusion of communities, provincial and local government's assistance as well as employers.



# **CHAPTER 5**

## **INTERNATIONAL REPORT**



## **CHAPTER FIVE: INTERNATIONAL REPORT**

Globalisation and the role-played by capital placed enormous challenges on the working class internationally. With capital on the offensive, international working class relations need to be strengthened and therefore ensuring that the balance of forces is tilted in favour of the working class and in particular the progressive forces to the left.

### **1. ZIMBABWE**

South- Africa another Zimbabwe

The arguments from the right, left and the moderates are that our democracy is too strong, policies are in place and therefore would threaten the constitutional apparatus of our country. Twenty years and counting and the democratic fundamentals of Zimbabwe is tested at its core but to blame the British for not delivering on their promises after twenty years is not assisting the land reform programme.

Will we become the next Zimbabwe after the next twenty years of democratic rule.

Clearly it will be in the interest of this country that we deal with the land question as expeditiously as possible to avert a catastrophe. The speed with which the land question is being handled is slow to say the least and therefore give support to the landless and the opportunistic forces on the far left. As a region we need to begin to debate this matter and to make possible linkages to the expropriation process in the context of nationalisation as put forward in the Freedom charter.

### **2. INTERNATIONAL CONFERENCE ON RACISM**

As a region, country and continent, we have also seen the convergence of nation states in Durban, SA when and where high hopes were expressed in the international conference on Racism. At an ideological level there seemed at the time enormous expectations from delegates that progress can be made and in particular taking into consideration the divergent differences from all participants concerned. Without analysing the deliberations to the far extreme, it was in particular the role-played by the USA that derailed the programme and agenda of the Conference on Racism.

It needs to be added though that the majority of participants came out of the conference more appreciative than discouraged. Although the process was a costly exercise, at the end of the day, without the co-operation and involvement of all players concerned, the conclusion may well have been that it was merely another costly paper exercise with little achieved, especially from the countries which needed the changes most.

A great deal of work needs to be done if countries of this world are to play the serious roles required in the transformation of the mind and the betterment of mankind into the future.

### 3. A NEW DAWN – AFRICA'S TIME HAS COME

The sad statistics about African economic performance have become so familiar as almost to lose their ability to shock. For example, more than half the population lives on less than \$1 a day; 250 million people has no drinking water; and two-thirds of the world's cases of AIDS are in Southern Africa.

### 4. NEPAD DEVELOPMENTS AND AN AU ANALYSIS

There seems to be a belief that 2000 years of experience are wrong. Some 820 million people in Africa will hope that this new African continental order will make a difference. The idea is that the African countries will make a commitment to good governance and human rights, which will be embodied in the structures of the AU, the successor of the OAU.

As indicated, the success of the NEPAD programme and the functionality of the AU will depend on the political will of the democratically elected leaders. At its heart is the development of a matured and balanced relationship between Africa and the economic powerhouses of the world, a relationship that takes into account and attempts to address the historical legacies of colonialism and neo-colonialism and the devastating effects of poor governance, corruption, war, extreme famine and oppression by Africans ourselves.

With the new dawn of the African Union, a sure illustration to the Western world is an indication that Africa will at least have to forcefully move beyond paper promises before it is allowed a relatively obstacle free run towards the global integration that NEPAD ultimately seeks.

**The acid test therefore remains whether Africa's democrats can hold this ideal together.**

#### **What we should highlight though is that: -**

- This is an idea which time has come, given the continent's history of economics. Loans were given to African countries without sufficient attention as to whether the loans could be repaid.
- This is an African plan, and therefore not one imposed by outsiders. It has been developed by Africa's leaders and therefore is to be administered by the African Union and as a result will clearly have to gain credibility by its own actions if its structures are to be recognised by the world. It will be in this continent's interest that the AU be seen as effective and the will to succeed, not only economically but also in human terms.
- A lot of criticism from both inside and outside Africa has focussed on debt relief and too little on access to markets, be it North America/Canada, Europe and Asia Pacific. This therefore inhibited serious trade relations amongst countries and with Africa in particular.
- This plan seems to show an awareness to counter the image it projects to the world that the behaviour of some and indeed too many African States is deeply damaging to the interest of this continent.
- Investors will shy away from the seriousness to invest in the continent at the expense of the inhabitants unless stability is restored on the continent.

The programme and process is not without its critics. There is an overwhelming indication that the formation of the AU and the NEPAD process were the exclusive terrain of the political leaders of the continent. The public arena being civil society and to a certain extent big business were not participants in the processes. In order for NEPAD to succeed organised participation from civil society needs to be encouraged. A further concern is that public participation will be done in the context of democratic order, implying that parliaments will then participate on behalf of the people elected through democratic order.

**As organised labour, within the structures of the federation, we need to begin to conscientise our members and therefore understanding at least the broader principles of this programme for the continent.**

## **5. MIDDLE EAST CONFLICT**

Under the period of review, we have seen political instability world wide. The Middle East remains an area of concern. As an organisation and the Federation in specific we need to start campaigning around the indifference on the part of the USA around the treatment of the Palestinians. We need to be vocal on the part of the EU to breathe new life into the negotiation process in the Middle East. We also need to applaud the SA government's role between these countries.

## **6. SEPTEMBER 11 2001**

During this period, we have also experienced and still experience the war on terrorism led by the USA. What creates a concern in the current situation is the role played by the UN and the Security Council in particular. Although the decisions are taken within the collective, dominance of the USA remains problematic. There needs to be a more balanced approach towards the instabilities in countries in the world.

**As workers we need to begin to consolidate our approach and therefore internalise it within our structures.**

## 7. WORLD SUMMIT ON SUSTAINABLE DEVELOPMENT

As an organisation we've also experienced the developments in the WSSD held in Johannesburg. The focus of the summit was the intensification of the struggle to secure the social and economic upliftment of all people every where that protects the global environment. The proper combination of the social, economic and environmental objectives is what then constitutes sustainable development. The pace of real change since the Rio UN Conference on Environment and Development IN 1992 did not keep up with the increasingly loaded schedule of international gatherings and the global partnership it called for is foundering due to a failure of political will.

The summits are symbolic events, which will have a major impact on the world to find a better way of managing our planet. There are increasing inequality between rich and poor nations, the growing digital divide, and the monopolisation of decisions making at international institutions by advanced economies representing a small part of the world's population. It is hoped that the world summit will benefit not only Africa but also the whole world.

The New Partnership for Africa's Development (NEPAD) is therefore a unique continental pointer to the type of approach that offers hope and benefit to both developing and developed countries. This is essential for the fostering of universal prosperity and the creation of one world of human dignity and peace.

### **Here are some of the statistics:**

- 20% of the world's population is stick thin, dying of starvation with no way up
- 20% at the other end of the scale is eating 80% of the world's resources
- If the developed world kept their promises of giving 0,7% of their GDP's towards official development assistance, great progress would have been made
- Instead, the UNDP reports that the world spent &780 billion on wars and military forces every year. Meaning that \$65 billion a month is spent on not securing sustainable development.
- One-fifth of the world's people live on a dollar a day or even less as the world's wealthy suffer from symptoms of excess, like obesity.

Humans have become a destructive force of nature. In other words we are heading for big time overdraft, with no clear way of paying it back. If the planet were a company, share holders and auditors would be clamouring for an overhaul of the whole management structure.

"We live on one planet, connected in a delicate, intricate web of ecological, social, economic and cultural relationships that shape our lives. If we are to achieve sustainable development, we will need to display greater responsibility for the ecosystem on which all life depends, for each other as a single human community, and for the generations that will follow our own, living tomorrow with the consequences of the decisions we take today". Kofi Annan, Secretary General of the UN.

It is therefore the hope of the poorest nations of the world, that we do not analyse the outcome of the WSSD held in Johannesburg SA, 2002 ten years from now as but just another political exercise with no tangible changes which affect all humanity.



## **8. SUMMARY POINTS AND KEY AREAS OF FOCUSS**

1. As a region we need to implement and go into a campaign mode and as a result have a focussed and systematic approach.
2. Need to develop the human resource base with a bias towards members in general and shopstewards and staff in particular.
3. As a region within the national framework begin to be focussed on the impact of the globalisation and strategize a clear responds.
4. We also need to begin to focus on the impact of all three sectors on the environment and therefor engage the employers.
5. Ensure that governance and policies in both a regional and national context is implemented, e.g. Leadership, Finance etc.
6. Acceptance of culture and knowledge systems in and of the organisation.
7. We begin to support the regionalisation approach and begin to interact within SADC, SAEN, AFRICA region and the world at large.
8. Need to ensure stability, robustness and defend the decisions taken in the constitutional structures of the organisation.
9. As an organisation ensure that a culture of multilaterilsm is accepted and resist the unilateral approaches from both employers and the government.
10. We need to take centre stage in the activities of the federation and take forward the struggles of the working class and the poorest of the poor.