



2016

**LOCAL GOVERNMENT ELECTIONS
Candidate Selection Process**

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The 52nd National Conference resolved:

“That we should strengthen list guidelines and processes for public representatives to enhance democratic participation, ensure that we select and deploy the best cadres for public office and involve the broader community in our candidate selection processes. We also need to ensure that we attract people with skills and ensure the broadest possible sectoral spread in our public representative corps. The current guidelines need to be strengthened to enhance fairness, internal democracy, accountability mechanisms and performance of our public representatives”.

This requires an ANC process that ensures that organisational democratic processes are not compromised, that we select the best possible candidates, and that we consult with relevant stakeholders and the community.

WHAT THE ANC EXPECTS FROM COUNCILLORS:

ANC Councillors are deployed by the ANC to work in a municipality or ward as an elected representative of the people. Deployment is an honour and a privilege, and not a right. It can be withdrawn, or deployment can be changed, at any time that the ANC decides.

Councillors are expected to work hard and should have the capacity to execute ANC work, which impacts positively on efficiency and effectiveness in the council, and on the community. The ANC expects its councillors to do the following:

- ▲ Work tirelessly to serve the people, stay in constant contact with the people, consult them, represent their needs, and inform them about decisions and developments from Council;

- ▲ Implement ANC policy and programmes by developing and overseeing municipal programmes, policies and by laws;
- ▲ Work hard to prepare and participate in Council debates and discussions to approve municipal development and service delivery plans and budgets, and oversee and monitor the work of the municipality.
- ▲ Work constructively as a team in Council and Caucus, attend meetings and, participate fully in Council work;
- ▲ For those designated or deployed as Mayors or Mayoral or Executive Committee members, the ANC expects that they will serve the best interests of the people, implement the ANC’s development plans and programmes, and deliver services as efficiently and cost-effectively as possible;
- ▲ Ward Councillors should be a resource to the people and provide assistance and advice on any problem or access to rights and services provided by the state;
- ▲ In addition to political experience, the ANC will put measures in place to deploy persons with requisite skills and expertise in, for example: finance, housing, water and sewerage, infrastructure, planning, transport and local economic government development, to different Council Committees.
- ▲ Account to both the ANC Caucus and the ANC constitutional structures.
- ▲ Work hard to also build branches and other organisations in each ward to strengthen local development.
- ▲ Observe ANC and Councillor’s code of conduct and behave with loyalty and discipline as an ANC public representative.
- ▲ Do everything with honesty and integrity, break no laws and tolerate no corruption; and

- ▲ Promote the unity of the organisation at all times.
- ▲ Continuously upgrade qualifications.
- ▲ Have reportback meetings for all residents living in the ward after all council meetings.

Where we are in opposition:

The ANC respects the democratic outcome of elections. We shall not use our position as opposition to try and sabotage the work of government at the expense of the people. As opposition Councillors we still have to play all the roles outlined above, but also play the role of an effective opposition. Where the ANC is in opposition in a Council, Councillors are expected to:

- ▲ Represent the interests of our constituency and ensure that their needs are addressed by pushing for spending and delivery in our wards. If we succeed we should claim that delivery as our victory.
- ▲ Raise in Council and in public, the ANC programme and policy alternatives to that of the governing party, in particular raise the issues affecting people in the ward.
- ▲ Play the role of a constructive opposition – support programmes and budgets that reflect our policies and propose constructive alternatives to those that do not.
- ▲ Work to ensure that the policies and laws passed by our democratic parliament are implemented.
- ▲ Focus on service delivery to the people, not petty political point-scoring. We should expose where the Council is failing in service delivery.
- ▲ Organise and mobilise communities to ensure that the Municipality delivers to them – this work should be constructive for example make use of community forums, ward committees, community meetings etc. Avoid resorting to destructive protests that may result in the destruction of municipal property or conflict with the SAPS.
- ▲ Report back to the community all council decisions.

SELECTION PRINCIPLES: THROUGH THE EYE OF A NEEDLE

To achieve the selection of the best group of Councillors to represent the ANC in local government, we need to apply the principles as outlined in the ANC document on leadership selection: *“Through the Eye of a Needle.”* Below is an extract on the requirements and qualities leaders in the ANC should possess:

What then are the broad requirements of leadership?

An ANC leader should understand ANC policy and be able to apply it under all conditions in which she finds herself. This includes an appreciation, from the NDR stand-point, of the country and the world we live in, of the balance of forces, and of how continually to change this balance in favour of the motive forces of change.

A leader should constantly seek to improve his capacity to serve the people; he should strive to be in touch with the people all the time, listen to their views and learn from them. He should be accessible and flexible; and not arrogate to himself the status of being the source of all wisdom.

A leader should win the confidence of the people in her day-to-day work. Where the situation demands, she should be firm; and have the courage to explain and seek to convince others of the correctness of decisions taken by constitutional structures even if such decisions are unpopular. She should not seek to gain popularity by avoiding difficult issues, making false promises or merely pandering to popular sentiment.

A leader should lead by example. He should be above reproach in his political and social conduct – as defined by our revolutionary morality. Through force of example, he should act as a role model to ANC members and non-members alike. Leading a life that reflects commitment to the strategic goals of the NDR includes not only being free of corrupt practices; it also means actively fighting against corruption this means never taking bribes or gift as payments to make any decisions.

There are no ready-made leaders. Leaders evolve out of battles for social transformation. In these battles, cadres will stumble and some will fall. But the abiding quality of leadership is to learn from mistakes, to appreciate one's weaknesses and correct them.

A leader should seek to influence and to be influenced by others in the collective. He should have the conviction to state his views boldly and openly within constitutional structures of the movement; and – without being disrespectful – not to cower before those in more senior positions in pursuit of patronage, nor to rely on cliques to maintain one's position. Decline being in any factions.

An individual with qualities of leadership does not seek to gain popularity by undermining those in positions of responsibility. Where such a member has a view on how to improve things or correct mistakes, she should state those views in constitutional structures and seek to win others to her own thinking. She should assist the movement as a whole to improve its work, and not stand aside to claim perfection out of inactivity.

The struggle for social transformation is a complex undertaking in which at times, personal interests will conflict with the organisational interest. From time to time, conflict will manifest itself between and among members and leaders. The ultimate test of leadership includes:

1. Striving for convergence between personal interests – material, status and otherwise - and the collective interest;
2. Handling conflict in the course of ANC work by understanding its true origins and seeking to resolve it in the context of struggle and in the interest of the ANC;
3. The ability to inspire people in good times and bad; to reinforce members' and society's confidence in the ANC and transformation; and
4. Winning genuine acceptance by the membership, not through suppression, threats or patronage, but by being principled, firm, humble and considerate.

Principles for all selection committees and processes

Through the Eye of a Needle, plus the **ANC 2012 Conference Resolutions on organisational renewal**, guide candidate selection and we should apply the following principles:

1. Abandon the practice of slate politics. This type of practice is entrenching a culture of factionalism which will lead to the demise of the organisation it robs the ANC of selecting leadership with diverse views and skills from all sectors of society.
2. That the process of branch nomination of the ward candidate must be preceded by a comprehensive discussion on "**Through the Eye of a Needle**" in order to guide the branch to identify the most suitable candidate to represent the ANC as a candidate and to lead society in a given area.
3. The exercise must find a balance between democratic practice engaging with society in general and the centrality of the organisation in the decision-making process.
4. All possible candidates must agree to subject themselves to the discipline of the organisation, the rules of the selection process, and the decisions made.
5. The outcomes of the councillor evaluation process must be utilised in a manner so as to retain good skill and practice in the organisation; strengthen capacity where possible and eradicate weak links where necessary.
6. Meetings to report back to communities and to engage with their concerns must also be used as an assessment tool to gauge performance of existing ANC councillors who want to continue to represent the organisation
7. Any selection process must seek to promote transparency, compliance with all applicable rules related to structures, as well as rigorous record keeping of all documents, correspondence and decisions

made. A file with the required forms and records of discussions and decisions must be kept by each structure and presented to the higher structure on request. Use the forms attached to these rules.

8. Those engaging in any negative practices around nomination and selection, should be disciplined using the ANC Code of Conduct
9. The process should ensure that the ANC policy on gender parity is applied and adhered to.
10. Consideration must be given to the selection of candidates able to win support in all wards. We must remind ourselves that the ANC seeks to achieve a non-racial, non-sexist, united and democratic South Africa.
11. Consideration must also be given to those ANC members who are popular in communities, and recognised as local leaders even if they do not hold any elected position in the organisation.
12. The process must guard against dormant/non-existent organisations who reappear/appear during the nominations process particularly in the civic arena and their status should be verified with their provincial structures
13. The PR list selection process should be used to strengthen the skills set of our deployees to each council, and to ensure representivity, where the ward process fails to achieve that. Ward candidates in weak ANC or opposition wards may also be nominated for the PR list.
14. The process should seek to ensure that at least 60% of candidates have previous experience in local government.

15. Nominees must be screened out if:
 - a) they have been found guilty by an ANC DC; or
 - b) Have been found guilty of a crime in court; or
 - c) Have a criminal record after 1990 and

- d) Have been found guilty in a disciplinary process in government or their employment; or
- e) Have a civil judgment against them that casts doubt on their suitability as an ANC candidate.

16. Nominees affected by any of the above matters in paragraph 14, where a verdict has not yet been reached, have to carefully screened and all facts must be transparently presented and considered by structures that screen nominees or make decisions. Decisions must be communicated to nominees and they have the right to appeal to the PLC and, if that fails, to the NLC.

17. Nominees must be members of the ANC or must apply to be members, before the screening process starts and have served six months probation period.

18. Any deviations from the rules in this document may invalidate the nomination. In strategic municipalities, the PEC may adopt additional or special steps, provided these have been approved by the NLC.

CANDIDATE NOMINATION AND SELECTION STRUCTURES

19. **Branch General Meeting (BGM):** All members of the branch in good standing are eligible to vote for nomination of ward and PR candidates. ANC branch members who belongs to alliance partners are included in the BGMs
 - a. **Powers:** Nomination may only be made by BGMs. If a BGM fails to quorate three times, a nomination may be made by the third meeting with a note attached that the meeting failed to quorate.
20. **Ward Screening Committee and Ward Selection Committee:** Every branch forms a screening committee that screens ward candidates and presents them to a community meeting. Screening committees is made up of 6 ANC members (with membership of at least ten years) with no direct interest in the outcome of the

candidate selection process, plus one representative from each of the Alliance partners (SACP, COSATU and SANCO) structures that are active in the ward. The six from the ANC branch should include one from each of the Leagues active in the branch. The 6 ANC members should be selected by the BGM immediately after the nomination of ward candidates and they may not be related to, or in close personal or business relationships, with any nominees. They should all sign a conflict of interest and code of conduct form and keep it on file.

- a) **Powers:** This committee screens and interviews candidates and together with the RLC deploys to the branch, form the **Ward Candidate Selection Committee** that selects the ward candidate, after the community meeting. The process for screening and selection outlined in this document must be used. The screening committee must report back to the branch ANC BEC on any negative findings they came across during interview processes.
21. A **Regional List Committee (RLC)** set up by the REC and convened by the Secretary, and comprising 6 senior ANC members with no direct interest in the outcome of the candidate selection process plus one representative from each of the Alliance partners (SACP, COSATU and SANCO), oversees the process in the region and sends someone to attend each ward and municipal PR selection process. A deployee from the PLC should attend all meetings of the RLC. The RLC takes responsibility for organising the list conferences at local municipal and regional level. Members should all sign the conflict of interest form and keep it on file.
 - a) **Powers:** The RLC has no powers other than to oversee the fair and proper functioning of branch nomination and ward selection processes, and screening and making a draft ordering of the PR lists according to nominations and representivity to present to the municipal or district/metro PR selection conference.
 22. **Municipal and District/Metro PR list conferences:**
 - Municipal:** The regional list committee plus branch chairpersons and secretaries in each municipality plus the COSATU, SACP and SANCO Chairperson and Secretary from the Sub-region, form the Municipal PR selection conference for that particular municipality. In **Metros/District:** The RLC plus all branch Chairpersons and Secretaries in the region, plus COSATU, SACP and SANCO Chairperson and Secretary from the region, form the district/metro municipality's PR selection conference
 - b. **Powers:** PR lists are presented by the regional list committee and decided and ordered at this conference and forwarded to the PEC, using the process outlined in this document.
 23. A **Provincial List Committee** set up by the PEC and convened by the Provincial Secretary. It comprises an NEC deployee and 6 senior ANC members with no direct interest in the outcome of the candidate selection process plus one representative from each of the Alliance partners and SANCO. It oversees the process in the province and sends someone to attend each municipal PR selection process. They should all sign the conflict of interest form and keep it on file.
 - a) **Powers:** The PLC oversees the work by regional list committees and selection conferences. They may halt a selection process that is deemed unfair or against the rules. The PLC is the first point of appeal for branches or members who feel that the process was not fair or had an undesirable outcome. They make decisions on appeals.
 24. The **PEC** has to ratify all PR lists and ward candidates that are produced by the process in this document.
 - a) **Powers:** To ratify or make changes that will advance the interests of the ANC, but may only make changes after hearing a representation on the proposed changes from the RLC or Branch selection committee involved. All changes must be reported back to the relevant decision-making structure.

The PEC may add names to the PR list to better achieve the goals of the ANC, provided it makes up no more than 15% of electable positions on a particular list and that it happens only after the RLC has been consulted and given a chance to make representations.

25. A **National List Committee** – set up by the NWC and comprising 6 senior ANC members with no direct interest in the outcome of the candidate selection process plus one representative from each of the Alliance partners and SANCO.

a) **Powers:** makes the rules and oversees the process, hears final appeals and presents final lists to the NEC.

26. The **NEC** ratifies all final lists.

WARD CANDIDATE NOMINATION PROCESS

27. There are five key processes in selecting ward candidates

- ▲ Nomination by the branch;
- ▲ Screening, and short-listing by the screening committee;
- ▲ Community meeting where the shortlisted candidates answer questions;
- ▲ Selection by the selection committee;
- ▲ Ratification by the PEC.

A. Branch nomination meeting:

28. The nominations process should seek to be as inclusive as possible and should generate a list of names to be screened, shortlisted and considered in the selection process. It is important to make this process open and fair. Nominations will be made at duly constituted Branch General Meeting that must achieve the necessary quorum of 50% plus 1.

29. Branches that are not in good standing will also nominate possible candidates on the proviso that they also meet the requirement of a 50% plus 1 quorum in respect to their current branch membership.

30. Nominations shall take place at Branch General Meetings only that must include the participation of Leagues, Alliance and MDM members in their capacity as ANC branch members at which a delegated Regional List Committee or Provincial List Committee member is present to oversee proceedings.

31. This process of branch nominations must be overseen by a member of the Regional List Committees under the guidance of the Provincial List Committee. The same criteria should be utilised for those branches who have not concluded the re-alignment due to new ward demarcations. (Should a deployed RLC or PLC member fail to attend a BGM of which they were timeously informed, their membership of the List Committee will be terminated and they will be replaced by the relevant executive committee).

32. If a branch does not meet the requirements of quorum at three BGMs, nominations of candidates must be done at the third meeting, provided that at least 15% of branch members are in attendance.

33. The branch shall nominate a minimum of four candidates who have the capacity and track record to represent the people of that ward and lead development in the area:

34. Any proposed candidate must be nominated and supported by at least 10% of members present.

35. The branch can nominate as many candidates as it wants to, but must nominate at least 4.

36. Half the candidates nominated must be women.

37. The Regional List Committee deployee should chair the meeting and follow this process:

- a. Do an input explaining the process and ***Eye of a Needle*** (use the summary in this document).
- b. Call for nominations and write the nominees on a flipchart paper for all

- to see. Number the nominees to make voting easier.
- c. Allow one nominator per candidate to motivate for three minutes for each nominee.
 - d. Hand each branch member a slip of paper and ask them to write the number of the person they support on the paper and then deliver it to the table in front. The six from the ANC branch should include one from each of the Leagues active in the branch. Each member may vote for one nominee only.
 - e. Members who need help to vote may tell the RCL deployee for who they would like to vote, and the deployee may fill in their paper in front of them.
 - f. Count the votes by separating the papers into piles for each candidate according to the number written on the ballot. A spoilt ballot has no clear number, or more than one clear number. A ballot with a name instead of a number is valid and should be counted.
 - g. Announce the result and declare any nominee who got 10% or more of the votes cast, as a branch nominee.
 - h. If half the nominees are not women, allow a second round of voting and put the names of all women nominees who did not receive 10%, to a show of hands vote to see if they can garner 10%. Each member may vote once only in this second round of voting.

B. Screening: Ward Councillor Nominees

38. The ward screening committee must be selected by the BGM, immediately after nominations for ward candidates are made, to ensure members are not related to, and have no close personal or business relationship, with any nominees. (See *paragraph 1 CANDIDATE NOMINATION AND SELECTION STRUCTURES*).
39. The Ward Screening Committee has to work through the nominations received and compile a shortlist of no more than four

suitable candidates for the selection process to consider. The attached forms for the ward screening and selection process must be used and kept on file for the purpose of reporting to the branch and the Provincial List Committee and for dealing with appeals or objections.

40. The screening process should be used to consult community organisations more broadly about the acceptability of ward candidates and also to check the track record and skills of nominees.
41. All nominees should complete a CV and an ANC nomination acceptance form, where they agree to abide by the final decisions of the nominations process, ANC discipline, the ANC code of conduct, and swear that they do not have a criminal record, have not been declared by a court to be insolvent or of unsound mind, are not living outside the municipality, and have not breached the ANC code of conduct and organisational culture
42. All nominees should be interviewed by the screening committee and rated on their CVs and answers to the questions on the assessment form, covering the following:
 - a) Their organisational track record in the ANC and in the community.
 - b) Their skills and experience in relation to local government or other relevant work.
 - c) Their analysis of key problems in the ward and possible solutions.
43. Shortlisted branch nominees must be vetted by the Ward Screening Committee beyond the interview process. This is done through consultation with other community organisations and other leading members of the ward. Previous employers and referees should be contacted to verify the CV, qualifications and performance.

C. Community meeting to answer questions

44. The nominees shall be presented to a broader meeting of the community that comprises members of the ANC branch,

Alliance, MDM and ANC supporters registered as voters in the ward. Only registered voters in the ward may attend. This process must be overseen by the ward screening committee, and the member of the regional list committee, who make up the selection committee. (see section D)

45. The selection committee must present the shortlisted nominees and their respective CVs to the broader community meeting.

46. The community meeting should be chaired by a person that is deployed by the RLC. The chairperson must explain to the community meeting in this way:

“The purpose of the meeting is to give the community a chance to meet the possible ward candidates for the local government elections and to ask them questions. The possible candidates were nominated by the ANC branch and have already gone through a screening process. The ANC selection committee will select their first and second choice (one male and one female) after consulting community organisations and this community meeting. They will also take into account their track record in the community, their CVs and previous experience. The final decision to choose between the two possible candidates will be made by the Provincial ANC list committee and finally by the PEC and the NEC. Each possible candidate will be given the same questions and the same time to address this meeting. After that we will ask you to ask any other questions or to make comments about the possible candidates. We will be fair and take the same number of questions or comments about each person.”

47. Each nominee must be presented to the community meeting and asked the same three or four questions and given the same amount of time to respond. **What have you done for this community? What do you see as the main problems we have to address? How will you strengthen the work of the ward councillor if elected? What skills would you bring to the council?**

48. All attending the community meeting may also question nominees and make comments about them. A maximum of two questions per nominee maybe entertained so as to minimise unfair advantages.

49. The selection committee must record the answers and note and take into consideration the responses and comments of the community meeting in order to make a determination about who the most suitable nominee is.

D. **Selection of ward candidates**

50. The ward candidate selection committee is made up of the ward screening committee plus one deployee from the Regional List Committee. The failure by the RLC deployee to attend a meeting s/he was timeously informed about should not invalidate the decision of such a meeting.

51. The selection committee has to select the best two candidates and must consider the following:

- a) Democratic wishes of the ward: number of branch votes received, and the response from the community meeting;
- b) Capacity of the nominee: results from vetting process, interviews, screening and CV;
- c) Gender: one candidate must be a woman.

52. Once the decision has been made, the names of the first and second candidates should then be submitted to the Provincial List Committee in writing with reasons to motivate for their appointment as ward candidates. Use the attached form and any selection committee member who disagrees with the decision, should fill in the part of the form called “*Objections*”.

53. The first choice of the selection committee should automatically be the candidate unless a very serious reason exists for overturning the democratic wish of the local structure in consultation with the community and the screening and vetting

process. In that case the second candidate should be the candidate.

54. The provincial list committee will have to explain their decision to the BEC of the local branch, in writing, within one week of making it.
55. The branch may lodge a written objection to the provincial list committee within one week after receiving the reasons, if they do not accept the decision.
56. The decision and the objection should be put to the PEC meeting that ratifies or amends the final ward candidates.

PR CANDIDATES NOMINATION

57. All branches may submit a maximum of six nominees for consideration on the municipal PR list, who will add to the capacity of the ANC to drive development and represent the people of the municipality.
 58. Each nominee must have the support of at least half the members present at the BGM constituted for ward and PR nomination. Members may vote for as many PR candidates as they like.
 59. Nominees for the PR list do not necessarily have to reside in the ward but must be ANC members who reside in the municipality/sub-region or in the case for metropolitan councils, in the respective region.
 60. **The branch nomination process for PR should follow these steps:**
 - a) Call for nominations and write the nominees on a flipchart paper.
 - b) Insist that a number of women should be nominated as half the final nominees must be female.
 - c) Number the nominees to make voting easier.
 - d) Allow one nominator per candidate to motivate for three minutes for each nominee – capture a summary of this motivation.
 - e) Ask the members to raise their hands if they support a nominee and vote in this way for each nominee and write the number of votes gained next to their name on the flipchart. Members may vote for as many nominees as they like.
 - f) Announce the top three males and top three females as the branch nominees, provided that they received more than 50% of the branch vote. If less than 6 received the required votes, only accept the ones that did.
 - g) All ward candidate nominees names may also be submitted to the regional list committee for consideration in the PR list conference for the respective municipality/sub-region.
 - h) The RLC deployee should complete the branch nomination form for PR and ward and ask the branch chair and secretary, or their deputies, if they are not present, to sign the form. Write a summary for each candidate next to their name on the form, according to the motivation made by the nominator. Attach the register.
61. **Screening and selection of PR candidates** should be done by the RLC and selection should be done with the involvement of the Branch Chairs and Secretaries in the municipality (sub-region) or, in metro areas, the involvement of Zonal Chairs and Secretaries. This structure should be called the Municipal or Metro/District PR conference. The following process should be followed:
- a) The RLC should consider nominations and make a list of the nominees in order of the number of branch nominations received. The first 10% of the required list should be kept as is in terms of the nominations received, unless a nominee is excluded for reasons of conduct or track record.
 - b) The rest of the list can be used to balance representivity and capacity needs for the ANC in that council and this balance should be reflected in the electable portion of that list (use

- previous PR results to determine the likely number of councillors we will have) The following should be taken into account for each candidate and for the list as a whole:
- i. Capacity to drive oversight and implementation of the ANC's programme in government.
 - ii. Representation of sectors, areas, race and gender.
 - iii. Every second name must be female unless the number of male ward candidates exceeds the female ones in which case the PR list must be used to achieve 50/50 in the overall balance of councillors.
 - iv. Track record in the community and movement.
 - v. Experience in local government.
- c) CVs and motivations from branches should be considered when making decisions. If needed an interview process can also be used by the screening committee.
- d) A Regional (for Metro) or Zonal/sub-regional list conference is then called where the municipal PR list is voted on in the following manner:
- i) RLC members may only vote for Metro or District lists and not for B municipality lists.
 - ii) The draft PR list shall be distributed to all delegates.
 - iii) The RLC will make a short motivation for the draft list and will explain the process followed and the criteria applied.
 - iv) Voting will then proceed on each position. The name will be put to the house for approval or counter-nomination of another name lower down on the list.
 - v) If any counter-nominations are made, time will be allowed for the nominator to motivate and for the RLC to counter motivate.
 - vi) If a motivation is not withdrawn after the RLC response, this counter nomination will be put to the vote in a show of hands. A name may only be substituted if 60% of the house supports the change. The reason for this is that changes to the balanced list should not be lightly made unless sufficient consensus exists.
62. The RLC shall also compile a list for the District Council PR vote from the nominations received that are not accommodated on Local Council Lists. This list has to be approved or amended in the same way at a Regional List Conference where all branch chairs and secretaries are invited.
63. The **PR selection process** has three more stages:
- a) The RLC sends a draft list to the Provincial List Committee (PLC) for every municipality in the region.
 - b) The PEC ratifies or rejects the list. If it is rejected, reasons must be given in writing to the RLC and provided by them to branches.
 - c) An NEC meeting approves or amends all PR lists.
64. **Management and Timeframe for the Candidate Selection Process**
(SUBJECT TO SG CHANGES – ANY SUCH CHANGES WILL BE COMMUNICATED)
65. The ANC Secretary General will convene the National List that will oversee the establishment and work of the provincial and Regional List Committee in line with the above guidelines.
66. Appeals and objections to the National List Committee will only be entertained if they have been duly referred to the Provincial List Committee.
67. All BGMs, including Alliance and SANCO reps who are ANC members must take place by **11th October 2015**.
68. All nomination screening processes at ward/branch level and broader community consultation meetings must take place no

later than **31st October 2015** and ward Selection Committees must provide their nomination to the RLC and the PLC by **3rd November 2015**.

69. Regional List Committees must organise Metro/District or Municipal list conferences by **15th November 2015** and submit draft PR lists to the PLC by **16th November 2015**.
70. Provinces must finalise candidate lists by **20th November 2015** and send them back to branches.
71. Objections must be made to the PLC by **30th November 2015** and objectors must be informed of decisions by **5th December 2015**. They may appeal to the NLC by the **10th December 2015**. The decisions on candidates and appeals processes of the national list committee are final.
72. The NEC will ratify or amend lists on **20th December 2015**.

FORMS ATTACHED

FOR BGM

1. BGM attendance register and Nominations made by BGM.
2. Candidate nomination form.
3. Candidate acceptance and CV form.

Other forms will be forwarded once they become available

Through the eye of a needle? Choosing the best cadres to lead transformation

A National Working Committee discussion document

Why should we discuss this issue?

1. As a movement for fundamental change, the ANC regularly has to elect leaders at various levels who are equal to the challenge of each phase of struggle. Such leaders should represent the motive forces of the struggle. To become an ANC leader is not an entitlement. It should not be an easy process attached merely to status. It should be informed first and foremost by the desire and commitment to serve the people, and a track record appreciated by ANC members and communities alike.
2. Those in leadership positions should unite and guide the movement to be at the head of the process of change. They should lead the movement in its mission to organise and inspire the masses to be their own liberators. They should lead the task of governance with diligence. And, together, they should reflect continuity of a revolutionary tradition and renewal which sustains the movement in the long-term.
3. How do thousands of branches throughout the country ensure that this happens in actual practice? How do we deal with individual ambition, lobbying, promotion of friends and pursuit of selfish interests? How do we ensure that electoral processes do not tear the movement apart? How do we prevent attempts to use the movement as a step-ladder towards self-enrichment?
4. Besides, the door can be left open for corrupt individuals and even enemies of change, to exploit the movement's internal democracy to sabotage the struggle and create their own ANC. Further, those who fail in positions of authority can use all kinds of excuses to cling to power, when the time for change has come.
5. These are difficult questions. But the

movement's membership has to find the answers, so we together build and sustain the ANC as an agent for change. To fully understand this challenge, let us first examine the character of challenges in this phase of struggle.

What are the challenges we face at this stage?

6. According to the Strategy and Tactics document:

"Our strategy is the creation of a united, non-racial, non-sexist and democratic society. In pursuit of this objective, we shall, at each given moment, creatively adopt tactics that advance that objective. Our fundamental point of departure is that South Africans have it in their power, as a people and as part of progressive humankind, to continually change the environment in which we operate in the interest of a better future.

"In this phase of transformation, we seek to expand and deepen the power of democratic forces in all centres critical to the NDR, at the same time as we improve the people's quality of life. Our efforts, which are people-centred, people-driven and gender-sensitive, are founded on five basic pillars:

- *to build and strengthen the ANC as a movement that organises and leads the people in the task of social transformation;*
- *to deepen our democracy and culture of human rights and mobilise the people to take active part in changing their lives for the better;*
- *to strengthen the hold of the democratic movement on state power, and transform the state machinery to serve the cause of social change;*

- *to pursue economic growth, development and redistribution in such a way as to improve the people's quality of life; and*
- *to work with progressive forces throughout the world to promote and defend our transformation, advance Africa's renaissance and build a new world order."*

7. Among the priorities that need immediate attention are: building active branches that give leadership to communities; strengthening the Tri-partite Alliance; ensuring that the ANC leads mass organisations; and making decisive interventions in the ideological struggle.
8. At the level of government, we need to improve the capacity of the state to meet its obligation to citizens in the area of economic growth and job creation, social programmes, and dealing with crime and corruption. Further, the ANC, both inside and outside government, should play a leading role in Africa's renewal and building a better world.
9. As we carry out these tasks, we will face a concerted campaign to undermine our efforts, by those who oppose change. They will underplay the progress we are making, while exaggerating weaknesses. They will seek to discredit the ANC and its leadership. They will also try to undermine confidence in the institutions of democracy we have set up.
10. Some will even try to subvert the ANC from within. Because they know they cannot defeat the ANC frontally, they will try to create an ANC that serves their interests.

What kind of ANC is required to meet these challenges?

11. **A revolutionary democratic movement:** The ANC pursues fundamental change to create a better life for all. Equality among all South Africans in choosing a government of their choice, using the country's resources to improve conditions of especially the poor, and removing racism in the ownership and distribution of wealth are among our core

principles. Within its ranks, the ANC ensures the participation of members in shaping the movement's policies and programmes.

12. **A non-racial national movement:** It is critical that our struggle brings about an end to apartheid relations in all areas of life. The ANC believes in the equal worth of all human beings. We seek to unite South Africans across racial and ethnic differences, taking into account the central role of Blacks in general and Africans in particular, given their exclusion under apartheid. We practice these principles within the organisation.
13. **A broad national democratic movement:** The ANC represents the mass of forces that pursue social transformation. Individuals belonging to different classes and strata form part of these forces, because they stand to gain from fundamental change. However, the ANC is keenly aware of the social basis of apartheid. It recognises the leading role of the working class and pays special attention to the poor.
14. **A mass movement:** The ANC seeks to bring into its ranks as many South Africans as possible who accept its principles and policies. As a legal organisation, it does not target only particular advanced political activists for recruitment. As long as one accepts its policies and takes its oath, anyone can become a member.
15. **A non-sexist movement:** Over time, the ANC has embraced the principle of gender equality as one of the central features of national liberation. This is reinforced through the equitable representation of women at all levels of the movement, and it requires the conscious implementation of affirmative action within our ranks.
16. **A leader of the democratic forces:** Because of what it stands for, and its track record in the fight against apartheid colonialism, the ANC emerged as the leader of the forces who pursue a united, non-racial, non-sexist and democratic South Africa. It seeks to unite all these forces and their organisations into a movement for fundamental change. Its leaders and members should win the confidence of organisations of the people.

17. *A champion of progressive internationalism:*

The ANC's objectives are informed by the aspirations of the people of SA, Africa and millions others in all parts of the world. Over the years, it has contributed to, and benefited from, struggles across the globe for a just, equitable and humane world order; and it remains committed to these ideals.

What informs the principles of ANC Organisational Democracy?

18. ***Elected leadership:*** Leadership of the ANC is elected in conferences or, at branch level, in general members meetings. In all these instances, it is the individual members of the ANC, directly at branch level, or through their delegates, at other levels, who decide on the composition of the leadership structures.

19. ***Collective leadership:*** Individual leaders are elected into collectives which should work as a unit, fulfilling their mandate as dictated to by the constitution. No single person is a leader unto himself or herself, but a member of a collective which should give considered, canvassed guidance to the membership and society as a whole.

20. ***Branches as basic units:*** The branch is the basic and most important unit of the ANC. This is where members give leadership to communities, where they bring programmes to life and where they consider and make proposals on policies of the movement.

21. ***Consultations and mandates:*** Regular meetings of branches, regions and provinces, as well as national conferences provide the membership with the platform to assume collective ownership of the movement's fate. They set out the mandate that guides the leadership, and are important fora for report-backs and consultations across the movement.

22. ***Criticism and self-criticism:*** It is to be expected that in leading social activity, leaders and members will from time to time make mistakes. The most important thing is that these individuals and collectives should have the capacity and humility to honestly

review their work critically, and correct the weaknesses.

23. ***Democracy as majority rule:*** Individual members and leaders will have differing opinions on how particular issues should be addressed. The strength of revolutionary organisation lies among others in the ability to synthesise these views and emerge with the wisest possible approach. Once a decision has been taken on the basis of the majority's views, it binds everyone, including those who held a contrary view.

24. ***Status of higher and lower structures:*** Lower structures have the right to influence decisions of higher structures. And, within their mandate the higher structures have a responsibility to take decisions. Once these decisions have been taken, they bind all the relevant lower structures: they have to be supported and implemented.

What are the constitutional guidelines for elections?

25. Every member of the ANC has the right to vote for, and be elected into, leadership positions. Like all rights, this goes along with the obligation to understand and pursue the objectives of the ANC. Further, in order to ensure that leaders are elected for their track record in serving the people, qualifications apply in relation to leadership positions: to be on the BEC a member should have been in the ANC for at least a year; for the REC it's 2 years; 3 years for the PEC and for the NEC it's 5 years.

26. In the conferences or AGM's where leaders are elected, this happens after discussion on the political and organisational environment and challenges facing the ANC. Out of these discussions emerges the political programme for the next term of office. Broadly, it is on the basis of these discussions (which start before the relevant conferences) that an appropriate leadership collective is decided upon.

27. Branch members are the electoral college for all elective positions. At branch level, this happens at an AGM where all members take part. In regional, provincial and

national conferences, the delegates are mandated by the branch membership. However, each delegate has the right and latitude to influence and be influenced by delegates from other branches.

28. Because of the central role of branches and their delegates in these processes, two critical challenges face all branches. Firstly, we must all the time ensure the integrity of the membership system, so that only genuine, bona fide members of the ANC exercise this important responsibility of deciding on policy and leadership. Secondly, where branch members delegate individuals to represent them, they must ensure that these are members capable of influencing others, and at the same time, able to weigh various arguments and acting in the best interest of the movement.
29. Delegates from branches elect Regional Executive Committees. For purposes of Provincial Executives, nominations from branches are canvassed at Regional Conferences, for regions to reach broad consensus. For purposes of National Conferences the same process also happens at Provincial Conferences.
30. This allows branches to share ideas, information and knowledge around various candidates. Through all these levels, a broad mandate is given to delegates: but each delegate has the responsibility to weigh views even at Conference itself and take decisions that, in his or her assessment, serve the best interests of the struggle.
31. At Conferences, nominations are also allowed from the floor, from individual delegates. Relevant minimums of support are set for the nominees to be included in the lists. This allows for individual delegates, regions or provinces to put forward names of those they deem capable but could not emerge through the nomination process.
32. Voting at Conferences is by secret ballot, and each delegate has one vote of equal value. In other words, delegates are not voting fodder, mechanically and unthinkingly bound to lists and subject to the whip. While delegates should be guided by the broad mandate of their branches, regions

or provinces, each individual delegate is expected to exercise his or her judgement on the basis of his or her assessment of the movement's interests.

What then are the broad requirements of leadership?

33. As a revolutionary organisation, the ANC needs revolutionary cadres and leaders. It should put in place leadership collectives that satisfy the character of the ANC defined above: a revolutionary democratic movement, a non-racial and non-sexist national movement, a broad national democratic movement, a mass movement and a leader of the democratic forces.
34. An ANC leader should understand ANC policy and be able to apply it under all conditions in which she finds herself. This includes an appreciation, from the NDR stand-point, of the country and the world we live in, of the balance of forces, and of how continually to change this balance in favour of the motive forces of change.
35. A leader should constantly seek to improve his capacity to serve the people; he should strive to be in touch with the people all the time, listen to their views and learn from them. He should be accessible and flexible; and not arrogate to himself the status of being the source of all wisdom.
36. A leader should win the confidence of the people in her day-to-day work. Where the situation demands, she should be firm; and have the courage to explain and seek to convince others of the correctness of decisions taken by constitutional structures even if such decisions are unpopular. She should not seek to gain cheap popularity by avoiding difficult issues, making false promises or merely pandering to popular sentiment.
37. A leader should lead by example. He should be above reproach in his political and social conduct – as defined by our revolutionary morality. Through force of example, he should act as a role model to ANC members and non-members alike. Leading a life that reflects commitment to the strategic goals of the NDR includes not only being free of

corrupt practices; it also means actively fighting against corruption.

38. There are no ready-made leaders. Leaders evolve out of battles for social transformation. In these battles, cadres will stumble and some will fall. But the abiding quality of leadership is to learn from mistakes, to appreciate one's weaknesses and correct them.
39. A leader should seek to influence and to be influenced by others in the collective. He should have the conviction to state his views boldly and openly within constitutional structures of the movement; and – without being disrespectful – not to cower before those in more senior positions in pursuit of patronage, nor to rely on cliques to maintain one's position.
40. An individual with qualities of leadership does not seek to gain popularity by undermining those in positions of responsibility. Where such a member has a view on how to improve things or correct mistakes, she should state those views in constitutional structures and seek to win others to her own thinking. She should assist the movement as a whole to improve its work, and not stand aside to claim perfection out of inactivity.
41. The struggle for social transformation is a complex undertaking in which at times, personal interests will conflict with the organisational interest. From time to time, conflict will manifest itself between and among members and leaders. The ultimate test of leadership includes:
 - 41.1 striving for convergence between personal interests – material, status and otherwise – and the collective interest;
 - 41.2 handling conflict in the course of ANC work by understanding its true origins and seeking to resolve it in the context of struggle and in the interest of the ANC;
 - 41.3 the ability to inspire people in good times and bad; to reinforce members' and society's confidence in the ANC and transformation; and

41.4 winning genuine acceptance by the membership, not through suppression, threats or patronage, but by being principled, firm, humble and considerate.

How has the base of leadership widened in the past few years?

42. With its unbanning, the ANC set out to build a mass movement, drawing members from the mass of the South African people. This also made it possible to introduce profound open democratic practices, with activists of the anti-apartheid struggle and communities in general taking part in building their movement. A culture of open mass participation helped root the ANC in all areas of the country. It improved its standing as a people's movement both in terms of its policies and programmes and in its mass composition.
43. As it developed from being a movement of cadres thoroughly processed and systematically educated in its policies, it attracted huge numbers of people many of whom developed in its ranks. Many of them were prepared to face the might of state-sponsored violence for 'the last push'. However, some individuals may have joined for the prestige associated with the changes happening at the beginning of the decade; as well as the personal opportunities that would arise when the ANC came into government.
44. Over these years, young people, women, community leaders of various hues, veterans of previous struggles, professionals and business-people found political home in the movement as it emerged from the underground. Cadres from prison, exile, underground formations and the mass movement have come together at various levels of leadership. All this has brought a dynamic political chemistry into the evolution of the organisation. It has also provided a wide and deep pool of experience within leadership.
45. In this period, and especially with the achievement of democracy, the ANC had

to put together teams at various levels to develop and implement policies of a democratic governance. Without much formal training, these cadres have over the years acquitted themselves well in defining the constitutional framework, developing and implementing legislation and programmes for transformation, and building a state with the capacity to serve the people.

46. The Youth and Women's Leagues have also served as critical schools of the revolution and a source of cadres who are continually assuming leadership positions within the ANC. So have many other formations allied to the movement, including COSATU, the revolutionary student movement, civic associations, religious structures, the women's movement and some professional bodies. Further, it should be emphasised that, even if they may not be elected as a formal part of ANC leadership structures, leaders of these mass formations who are members of the ANC are also, in their own right, ANC leaders.

What are the negatives challenges that have emerged in the new terrain?

47. Entry into government meant that a great many cadres of the movement moved en masse from full-time organisational work. This was a necessary shift arising from the victories we had scored. However, this was not done in a planned manner. As a result, for the first few years, there were virtually no senior leaders of the ANC based at its headquarters. This had a negative impact on the task of mass organisation. While progress has been made in this regard, further work needs to be done to ensure that ANC structures operate as an organisational and political centre for everything the ANC does.
48. Because leadership in structures of the ANC affords opportunities to assume positions of authority in government, some individuals then compete for ANC leadership positions in order to get into government. Many such members view positions in government as a source of material riches for themselves. Thus resources, prestige and authority of

government positions become the driving force in competition for leadership positions in the ANC.

49. Government positions also go hand-in-hand with the possibility to issue contracts to commercial companies. Some of these companies identify ANC members that they can promote in ANC structures and into government, so that they can get contracts by hook or by crook. This is done through media networks to discredit other leaders, or even by buying membership cards to set up branches that are ANC only in name.
50. Positions in government also mean the possibility to appoint individuals in all kinds of capacities. As such, some members make promises to friends, that once elected and ensconced in government, they would return the favour. Cliques and factions then emerge within the movement, around personal loyalties driven by corrupt intentions. Members become voting fodder to serve individuals' self-interest.
51. Media focus on government and the ANC as a ruling party also means that individuals appointed into various positions are able to acquire a public profile in the course of their work. As such, over time, they become the visible members who would get nominated for leadership positions. This is a natural expression of confidence and helps to widen the base from which leaders are elected. However, where such practice becomes the main and only criterion, hard-working individuals who do not enjoy such profile get overlooked.
52. Influenced by a culture alien to the ANC, a tendency has also developed to assess individuals totally outside of the political context which is the core mandate of the ANC. Artificial criteria such as acceptability to the media, eloquence specifically in English, and warped notions of "sophistication" are then imposed on the movement's approach.
53. Further, false categories of "left" and "right", pro-this and anti-the-other, "insider" and "outsider" are introduced by so-called analysts with little, if any, understanding of the movement's policies, programmes and culture. These are then accepted by some

of our members. This is usually whispered outside formal structures, and bandied about opportunistically in the build-up to the organisation's conferences.

54. The process of social transformation is a difficult one, with possibilities of committing mistakes from time to time and with the speed of change not totally dependent on our will. Some individuals exploit these weaknesses by creating an impression that they could do what the ANC leadership as a whole is unable to do. Thus is born populism.
55. Related to the above is the danger arising out of the fact that executive positions in government are by appointment. This can have the effect of stifling frank, honest and self-critical debate within the ranks of the movement. This is because some individuals may convince themselves that, by pretending to be what they are not, and being seen to agree with those in authority all the time, they would then be rewarded with appointment into senior government positions.
56. On the other hand, others seek to court popularity by demonstrating "*independence*" from constitutional structures and senior leaders of the ANC, for its own sake. Often, this is encouraged by some media and other forces opposed to the ANC, precisely because it means independence from the mission and discipline of the movement.
57. The tendency is also developing for discussion around leadership nominations to be reduced to mechanical deal-making among branches, regions and provinces. Thus, instead of having thorough and honest discussion about the qualities of nominees, delegates negotiate merely on the basis of, "*if you take ours, we'll take yours*". This may assist in ensuring provincial and regional balances. But, taken to extremes, it can result in federalism by stealth within the movement.

How do members take charge?

58. The selection and election of leaders should reside firmly in the hands of the

membership. This can only happen if there is open and frank discussion on these issues in formal structures of the movement. Quiet and secret lobbying opens the movement to opportunism and even infiltration by forces hostile to the ANC's objectives.

59. Such discussion should be informed by the critical policy and programmatic issues that face us in each phase of struggle. To recapitulate, this stage can be characterised as one of a continuing transition and the beginnings of faster transformation. It is a stage at which we are faced with the challenge of mobilising the people to ensure that they take part in improving their lives for the better. We are also faced with the task of decisively contributing to the mobilisation of Africa and the world for focussed attention on the needs of Africa and the poor across the globe.
60. In debating the composition of leadership collectives, we should take into account such factors as the various historical experiences of movement cadres. We also have to ensure that sufficient skills are harnessed for the task of governance. The contribution of veterans of the struggle in leadership structures at various levels is also a critical element to ensure continuity and the wisdom of experience.
61. In a modernising world, and to sustain the movement in the long-term, we should systematically and consciously take more and more young people into the blast furnace of leadership responsibility. We should, broadly, also ensure race, gender and geographic balances, without reducing this to bean-counting and hair-splitting. And a correct balance must be struck between leaders in government and those in ANC and other mass formations outside government.
62. How do members come to know of cadres with such qualities beyond those who are already in public office? The overriding requirement is that members should inform themselves of developments in their locality, in the regions, the province and at national level. In selecting cadres for branch and perhaps regional leadership, this should be much easier. Other levels will

require exchange of views in inter-regional and inter-provincial meetings.

63. But it also means that leadership structures should help give guidance -be they structures of the ANC itself, or the Women and Youth Leagues. Further, the manner in which deployment is carried out should expose cadres with potential to the widest possible base of membership.

How 'natural' is the selection process?

64. How then does selection of candidates happen? Is it a "natural" process where leaders emerge out of some mysterious selection, or is it a conscious act on the part of members? Should members canvass for those they support and/or should individuals promote themselves? Is there a place for lobbying in the ANC?

65. To answer these questions, let us go back to the basics. In the first instance, the ANC constitution asserts the right for individuals to stand for and be elected into formal positions of responsibility. But waving a constitution does not excuse unbecoming conduct. Thus, we need to understand and follow the constitution; but also to learn from the movement's culture while adapting that culture to current realities.

66. Members are not discouraged from canvassing for those they support. And, technically, an individual is not prohibited from canvassing for him-/herself. But it is a matter of profound cultural practice within the ANC that individuals do not promote or canvass for themselves. Historically, this has justifiably been frowned upon as being in bad revolutionary taste. One of the main reasons for this is that when cadres of the movement do their work, this is not meant to be with an eye on leadership positions or some other personal reward; but to serve the people. When cadres are not in formal leadership positions, they should not will others to fail, but assist everyone in the interest of fundamental change.

67. Selecting candidates and ultimately electing leaders is not like the "natural selection" of evolution where things develop by chance. It must be a conscious and well-considered

act on the part of each ANC member. But how should this be done? What issues should you, the member, take into account when the nomination and election process unfolds?

68. Nominations take place at constitutional structures such as branch AGM's and regional, provincial and national conferences. Individual members nominate their candidates at these meetings on the basis of an assessment of candidates' qualities and performance. However, declaration of support for a person, or of a willingness to stand, does not guarantee that one would be a candidate. You become a candidate after the proposal has been accepted by a branch or any other relevant constitutional structure.

69. Nomination and canvassing must be done openly, and within constitutional structures of the movement. If a member wishes to nominate a candidate or to stand for a particular position, s/he must indicate this in formal structures such as branch meetings. Outside these structures, it becomes dangerous and unacceptable lobbying.

70. In open engagement within constitutional structures, the member(s) would then motivate why they believe that a particular person would make a significant contribution to the work of the ANC at the various levels. They would also be able to indicate the new and creative things that nominees would bring to leadership collectives. If the nominees have been members of these or other collectives, it should also be shown that they have striven to improve the work of these collectives, raised issues openly and had the courage of their convictions. It does not help for individuals to keep quiet in formal structures and emerge as surprise leaders with the promise to perform better.

71. If they believe that there are weaknesses to correct, those who nominate or wish to stand should be able to show that those weaknesses are real and not the imagination of the media or forces which want to weaken the ANC. They should also show that the weaknesses are those of individuals they seek to replace, and not a result of the objective situation in which

the movement finds itself. This would help contain a litany of false promises.

72. It is also critical that individuals whose names are advanced reflect consistency in their work to pursue the ANC's interests. Individuals who target positions of influence and leave when they lose; and then seek to come back only as leaders would have to show how this serves the interests of the movement, and whether they can be relied upon during difficult times.
73. Inasmuch as we should avoid pretenders and opportunists, we should also ensure that leadership structures do not carry deadwood. If they are already serving in these structures, or have served in the past, leaders should be assessed on how their presence helped the movement in its work. Further, it should be clear how their presence in these structures would help ensure the balances that are required for the movement to fulfil its mission.
74. Individuals who operate in the dead of the night, convening secret meetings and speaking poorly of other members should be exposed and isolated. When approached to be part of such groups, members should relay such information to relevant structures or individuals in whom they have confidence. But it is also critical that proper investigations are conducted, and those accused are informed. Witch-hunts should be avoided as a matter of principle.
75. There is nothing inherently wrong with structures developing lists of candidates and canvassing for them. However, such lists should not be used to stifle discussion in branch and other constitutional forums, and prevent the nomination of other candidates. In discussions around nominees, names on the lists should not take precedence over any other nominations from members. At the conferences, delegates should be guided by lists developed by their branches, regions and provinces through democratic processes. But they are not bound to follow each and every name. Being influenced by delegates from other areas and choosing differently is not an offence.

Through the eye of a needle?

76. These guidelines indicate the broad parameters within which every member of the ANC should exercise his/her right to shape the leadership collectives of the movement and ensure that it meets its historical mandate. In one sense they make it difficult for individuals to ascend to positions of leadership in the organisation.
77. In applying these broad principles, members need to be firm. But we should also exercise creative flexibility, knowing that no single individual is perfect. Indeed there are many who may have potential but would not meet all the requirements set out here. But it is critical that they are honest about their capacity, and show a willingness to learn.
78. There are many members of the ANC who enjoy great respect within their communities, but still have to grasp the complex matters of policy. Such individuals should be encouraged to avail themselves for leadership positions. They should however be prepared to develop themselves and to take part in relevant training sessions.
79. It is a matter of principle, revolutionary democratic practice, and a constitutional requirement that, once duly elected, the leaders should be accepted by all members as leaders of the movement as a whole at the relevant level. They should be assisted by all of us in their work. The leaders themselves are obliged to serve, and to listen to, all members, including those who may not have voted for them.
80. The most important message of these guidelines is that you, the member, should be empowered to take an active and informed part in choosing leadership at various levels; or to stand for any position for which you believe you are suitable.
81. So, it may not exactly be through the eye of a needle. But we should strive all the time to ensure that our leaders are indeed made of sterner revolutionary stuff.

THE FREEDOM CHARTER

Adopted at the Congress of the People, Kliptown, on 26 June 1955

We, the People of South Africa, declare for all our country and the world to know:

- that South Africa belongs to all who live in it, black and white, and that no government can justly claim authority unless it is based on the will of all the people;
- that our people have been robbed of their birthright to land, liberty and peace by a form of government founded on injustice and inequality;
- that our country will never be prosperous or free until all our people live in brotherhood, enjoying equal rights and opportunities;
- that only a democratic state, based on the will of all the people, can secure to all their birthright without distinction of colour, race, sex or belief;
- And therefore, we, the people of South Africa, black and white together equals, countrymen and brothers adopt this Freedom Charter;
- And we pledge ourselves to strive together, sparing neither strength nor courage, until the democratic changes here set out have been won.

The People Shall Govern!

- Every man and woman shall have the right to vote for and to stand as a candidate for all bodies which make laws;
- All people shall be entitled to take part in the administration of the country;
- The rights of the people shall be the same, regardless of race, colour or sex;
- All bodies of minority rule, advisory boards, councils and authorities shall be replaced by democratic organs of self-government.

All National Groups Shall have Equal Rights!

- There shall be equal status in the bodies of state, in the courts and in the schools for all national groups and races;
- All people shall have equal right to use their own languages, and to develop their own folk culture and customs;
- All national groups shall be protected by law against insults to their race and national pride;
- The preaching and practice of national, race or colour discrimination and contempt shall be a punishable crime;
- All apartheid laws and practices shall be set aside.

The People Shall Share in the Country's Wealth!

- The national wealth of our country, the heritage of South Africans, shall be restored to the people;
- The mineral wealth beneath the soil, the Banks and monopoly industry shall be transferred to the ownership of the people as a whole;
- All other industry and trade shall be controlled to assist the wellbeing of the people;
- All people shall have equal rights to trade where they choose, to manufacture and to enter all trades, crafts and professions.

The Land Shall be Shared Among Those Who Work It!

- Restrictions of land ownership on a racial basis shall be ended, and all the land re-divided amongst those who work it to banish famine and land hunger;
- The state shall help the peasants with implements, seed, tractors and dams to save the soil and assist the tillers;
- Freedom of movement shall be guaranteed to all who work on the land;
- All shall have the right to occupy land wherever they choose;
- People shall not be robbed of their cattle, and forced labour and farm prisons shall be abolished

All Shall be Equal Before the Law!

- No-one shall be imprisoned, deported or restricted without a fair trial;
- No-one shall be condemned by the order of any Government official;
- The courts shall be representative of all the people;
- Imprisonment shall be only for serious crimes against the people, and shall aim at re-education, not vengeance;
- The police force and army shall be open to all on an equal basis and shall be the helpers and protectors of the people;
- All laws which discriminate on grounds of race, colour or belief shall be repealed.

All Shall Enjoy Equal Human Rights!

- The law shall guarantee to all their right to speak, to organise, to meet together, to publish, to preach, to worship and to educate their children;
- The privacy of the house from police raids shall be protected by law;
- All shall be free to travel without restriction from countryside to town, from province to province, and from South Africa abroad;
- Pass Laws, permits and all other laws restricting these freedoms shall be abolished.

There Shall be Work and Security!

- All who work shall be free to form trade unions, to elect their officers and to make wage agreements with their employers;
- The state shall recognise the right and duty of all to work, and to draw full unemployment benefits;
- Men and women of all races shall receive equal pay for equal work;
- There shall be a forty-hour working week, a national minimum wage, paid annual leave, and sick leave for all workers, and maternity leave on full pay for all working mothers;
- Miners, domestic workers, farm workers and civil servants shall have the same rights as all others who work;
- Child labour, compound labour, the tot system and contract labour shall be abolished.

The Doors of Learning and Culture Shall be Opened!

- The government shall discover, develop and encourage national talent for the enhancement of our cultural life;
- All the cultural treasures of mankind shall be open to all, by free exchange of books, ideas and contact with other lands;
- The aim of education shall be to teach the youth to love their people and their culture, to honour human brotherhood, liberty and peace;

- Education shall be free, compulsory, universal and equal for all children; Higher education and technical training shall be opened to all by means of state allowances and scholarships awarded on the basis of merit;
- Adult illiteracy shall be ended by a mass state education plan;
- Teachers shall have all the rights of other citizens;
- The colour bar in cultural life, in sport and in education shall be abolished.

There Shall be Houses, Security and Comfort!

- All people shall have the right to live where they choose, be decently housed, and to bring up their families in comfort and security;
- Unused housing space to be made available to the people;
- Rent and prices shall be lowered, food plentiful and no-one shall go hungry;
- A preventive health scheme shall be run by the state;
- Free medical care and hospitalisation shall be provided for all, with special care for mothers and young children;
- Slums shall be demolished, and new suburbs built where all have transport, roads, lighting, playing fields, creches and social centres;
- The aged, the orphans, the disabled and the sick shall be cared for by the state;
- Rest, leisure and recreation shall be the right of all;
- Fenced locations and ghettos shall be abolished, and laws which break up families shall be repealed.

There Shall be Peace and Friendship!

- South Africa shall be a fully independent state which respects the rights and sovereignty of all nations;
- South Africa shall strive to maintain world peace and the settlement of all international disputes by negotiation – not war;
- Peace and friendship amongst all our people shall be secured by upholding the equal rights, opportunities and status of all;
- The people of the protectorates Basutoland, Bechuanaland and Swaziland shall be free to decide for themselves their own future;
- The right of all peoples of Africa to independence and self-government shall be recognised, and shall be the basis of close co-operation.

Let all people who love their people and their country now say, as we say here:

**These freedoms we will fight for,
Side by side, throughout our lives,
Until we have won our liberty.**

BGM NOMINATIONS

Branch _____ Date _____

Attach the attendance register

Ward Councillor nominees
(nominated by the Branch)

NAME	Number of votes received	ID Number	Contact Number

PR List Councillor nominees

NAME	Number of votes received	ID Number	Contact Number

Signed by Branch Chairperson

Name and Surname

Signed by Branch Secretary

Name and Surname

Signed by RLC or PLC Deployee

Name and Surname

CANDIDATE NOMINATION FORM

This form must be filled in by the branch that is nominating the candidate. Please make sure that all the details on this form are fully and correctly filled in and that the nominated candidates fills in the separate acceptance and CV form to help ensure a smooth nominations process.

Nomination for candidate [name] _____	
Municipality _____	
Nominations for	WARD <input type="checkbox"/> [ward number or tick next to PR List]
	PR LIST <input type="checkbox"/>

1. CANDIDATE DETAILS

Surname [as in ID Book] _____

First Names [as in ID Book] _____

ID Number _____

Name known by in ANC
[If different from ID Book] _____

Address _____

Address for receiving post _____

Contact phone numbers Home _____ Work _____

Cell _____

E-mail _____

Municipality where registered as a voter _____

Candidate Acceptance and CV

This form must be completed by all nominated candidates and handed back before the deadline set to the Ward Screening Committee (ward candidates) and the Regional List Committee (PR candidates)

I, [full names as on ID] _____

Add name known by in ANC _____

Hereby accept nomination as a candidate for the following:

WARD [ward number or tick next to PR List]

PR LIST

In signing this acceptance form I declare that:

1. I am familiar with the Constitution of South Africa and know of no reason why I may be disqualified from standing as a candidate in local elections.
2. I am a registered voter in the municipality where I am nominated.
3. I have not been declared by a court to be an un-rehabilitated or insolvent.
4. I have not been declared by a court to be of unsound mind.
5. I have not been convicted of a criminal offence since 1996. *[if any criminal conviction in the past, please explain in the space below signature].*
6. I have not done anything that has brought the ANC into disrepute or has caused division and conflict among our supporters.
7. I will accept the democratic decisions made during the ANC selection process and if my nomination is unsuccessful, I will not stand as an independent candidate or support or promote any opposition party, or any opposition within the community to the nominated ANC candidate/s.
8. I accept that this acceptance of nomination does not guarantee that I will be a nominee as my nomination is subject to a further ANC screening and process.
9. If my nomination succeeds, I will at all time conduct myself according to the Electoral Code of Conduct and will do nothing to bring the ANC into disrepute.
10. I will abide by the ANC Code of Conduct and will accept the discipline and decisions of the relevant ANC structures.
11. If elected as a councillor, will abide by the Code of Conduct for councillors and will accept the rules and discipline of the relevant structures that govern public representatives.
12. I accept the right of the ANC to recall as a councillor, even after I have been elected.

Signed on ____ [day] of _____ [month] 2015, at _____ [place]

Signature of nominated candidate _____

Witness name _____ Witness signature _____

Explanation of criminal conviction *[if applicable]* _____

CANDIDATE DETAILS

ID Number _____

Name known by in ANC
[If different from ID Book] _____

Postal Address

Contact phone numbers Home _____ Work _____

Cell _____

E-mail _____

VD Number where registered as a voter _____

CV OF CANDIDATE

List the experience, skills or qualifications you have that will help you to be a good councillor for the ANC.

1. Skills, qualifications, areas of expertise

2. Experience [jobs, government and organisational experience]

FORM 3: Candidate Acceptance and CV

3. *List the positions you have held in the ANC, Alliance, MDM or any other community organisations and the years during which you held them*

Provide the names of three people in senior positions that have worked with you in organisations or jobs, who can be contacted for references:

<i>Organisation/ workplace</i>	<i>Name</i>	<i>Position</i>	<i>Cell Number</i>

I, _____ (name) swear that everything contained in this form is true and correct.

Signature _____ Date _____
