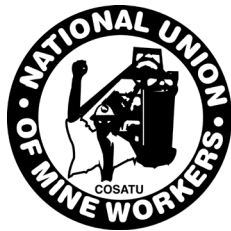




# NATIONAL UNION OF MINEWORKERS **Ten Year Plan**

**2010 - 2020**





**NATIONAL UNION OF MINEWORKERS**

**10 YEAR PLAN**

**2010 - 2020**

As adopted by the 2010 Central Committee



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## SECTION A: BACKGROUND

The National Union of Mineworkers was formed as a mining union in 1982. In 1985 its scope was extended to cover Energy, focusing on Eskom in the main, by the inaugural congress of COSATU. The integration of CAWU into the NUM in 2000 was in line with the 1997 COSATU resolution that included Construction in the scope of the NUM. Thus, in 2003 the National Union of Mineworkers became a Mining, Energy and Construction union. This union is proud that it has always participated in the struggle for the liberation of blacks in general, and Africans in particular and it remains a non-racial organisation.

Over the years the union has grown quantitatively and qualitatively. The year 2010 onward marks the halfway point in the current *Strategic Plan 2003-2013*. A lot has changed in that period and one of the aims is to assess and review how the organization performed in implementing the strategic plan. The second aim is to set ourselves strategic priorities for the remainder of this ten year plan. It is important to emphasize that the ten year plan remains valid and the point is to adapt it to changing conditions and increase our efforts to exceed the achievements of the first five years.

The union remains stable and has succeeded to grow its membership to 317 000 by the end of 2009 while employment has been declining in the mining sector. Construction remains a major challenge as union membership in the sector has lagged below 20% while employment has increased. Internally the union has maintained a fair balance between investment in organizational development, implementation of programme and sustainable use of resources. Therefore, the NUM is in a stronger position to continue on an upward growth trend. The central argument of this review is that the union cannot afford to be complacent if it is to avoid stagnation or decline. The external environment has changed substantially since 2003 as reflected in the political, economic and social trends. It is for this reason that we have reviewed the 10 Year Plan for another period from 2010 – 2020.

The NUM has gone through various phases of growth, namely:

### **Phase 1: Recruitment Phase: 1982-1985**

In this phase the focus was on building the organization. In 1982 this giant union for mineworkers was formed. In the inaugural congress in December that year the union had already built a base membership and a few regions. Health and Safety was the main tool used, following the successful engagement of ISCOR over the Hlobane disaster in 1983. During this phase the NUM earned the status of being the fastest growing union in the world.



## **Phase 2: Mobilization Phase: 1985-1987**

This phase was, in the main, focusing on educating workers about their rights. Workers were made aware that the power of the union is a function of unity and the ability to fight for these rights.

The success of this phase was evidenced in the series of strikes. This militancy culminated in the 1987 strike, which is affectionately known as “*the 21 days that rocked the Chamber of Mines*”. It is this strike that unmasked the “liberal” Anglo-American Corporation, demonstrating that tempering with their profits uncovered their true colours. The union came out of this battle injured but not defeated.

The industry was once more covered with fear. Employers tried hard to reverse the conditions to the pre-1982 situation.

## **Phase 3: Survival Phase: 1987-1992**

The union was faced with a reality of having to defend itself from total extinction. The union had to re-instill confidence amongst members who were suspicious and frightened. The membership had dropped from 269 000 to 205 000 following the mass dismissals by the bosses, mainly Anglo-American.

The employers were on the offensive. They worked hard for the repeat of the 1946 history, where the strike marked the death of the African Miners Union. The NUM survived this attack.

## **Phase 4: Consolidation Phase: 1992 – 2000**

Having survived the offensive from capital and our membership having recovered, we had to consolidate our organization. The union started building a sound resource base. The first union-owned training centre was built. Investment in leadership development was increased. Militancy of our union returned and members once more started taking up issues backed by action.

Operational structures were restructured, moving towards a leaner head office and self-contained regions. This was a conscious attempt to take the capacity to service close to the workers.

The union participated in the transition between apartheid and democracy. This transition included the pre-1994 political negotiations and the post 1994 Government of National Unity period. The NUM is proud of the role it played in ensuring a resounding victory for the ANC-led democratic forces in the



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first democratic elections. The visible participation of union members in local government structures reinstated the 1987 slogan of “Mineworkers take control”

The gains made during this phase took us beyond just consolidation. These include but not limited to:

- i) The Leon Commission into Health and Safety in the mines
- ii) Mine Health and Safety Act
- iii) Commission into the Vaal Reefs Disaster
- iv) Permanent citizenship for workers from neighboring countries
- v) 12 Public Holidays for mineworkers
- vi) Labour Relations Act
- vii) Labour market Commission (Social Plan)
- viii) Skills Development Act
- ix) Employment Equity Act
- x) Basic Conditions of Employment Act

By the end of this phase the union was as confident as ever.

## **Phase 5: Maturity Phase: 2000 - 2006**

The maturity of the union can be witnessed in the strategic interventions it has made. The impact of these interventions is visible in various aspects of the life of workers and in the broader society.

- i) Full-time office-bearers at all levels of the union
- ii) Gold Crisis Committee /Gold Summit
- iii) Systematic dealing with counter-revolutionary forces on an ongoing basis.
- iv) International work:
  - Role and contribution within ICEM
  - Structured international work
  - Ability to host international congresses



- v) Implementation of the COSATU resolution of 1997 on building super-unions
- vi) Capacity building
  - Continuous improvement of the skills profile
  - Building a sound resource base
  - Focused leadership development
  - Continuous improvement of our infrastructure network
- vii) Women Development
  - 1999 Central Committee resolution
  - Formation and development of the women structure
- viii) Long-term strategic planning
- ix) Deployment strategy
- x) Leadership development-based succession planning.

Our maturity continues to be tested and reinforced by events in the industry and in society. Our focus on building and strengthening of structures continues to be our main saviour. This fighting union will continue to grow.

## **Phase 6: Articulation Phase: 2006 – To date**

The National Union of Mineworkers' evolution as a leading, strong, ever – growing revolutionary trade union has reached the stage of articulation. It is a trade union confident in its identity and in the intervention it constantly makes, convinced in the progressive positions it takes at all levels of the labour market locally and globally as well as in the socio political milieu.

The NUM has evolved into an institution that is at the cutting edge of a modern trade union but has not forsaken its revolutionary credentials. It is a trade union that is admired, revered and envied across all sectors of society both locally and abroad, because of its foresight and vision, strength of character and the ability of a successive leadership collective to advance the strategic vision of the workers.

At regional, continental and global level, NUM has ensured that Mining is profiled strategically in terms of the development agenda, particularly as a strategic sector for the development of Southern Africa and the African Continent. The



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UN World Summit on Development's Johannesburg Plan of Action has included mining in its thematic areas whilst the NEPAD programme of the African Union has integrated the Mining Sector in their strategic development plans.

Construction and Energy sectors also reflect and confirm the articulation footprint of the NUM. In the current conjecture the union has been able to engage and influence discussions on nuclear energy and exploration. It has also advanced the discourse on renewable energy to consolidate energy resources in the country for sustainable development. Historically this would have been the terrain of the private and public sectors with labour normally at the margins. Through dedication unions like NUM play a critical part in energy and nuclear policy development as formidable stakeholders.

At the local level, the NUM is one of the few COSATU affiliates that have a permanent commanding presence in the corridors of parliament. Through the parliamentary office, the NUM ensures constant intervention in the legislative process to advance and defend the interests of its members. This is part of the articulation phase where the NUM is a recognized de facto stakeholder that has gone beyond agitating for a place on the table.

## **(i) International Work**

- ▶ Leadership position by the NUM in ICEM and BWI
- ▶ Building Strong Unions in Africa
- ▶ Influencing a progressive agenda on the global labour movement

## **(ii) Political Work**

- ▶ Influencing the political shift to the left

## **(iii) Accountability**

- ▶ Capacity Building

## **(iv) Continued Investment for Sustainability**

- ▶ Human Resource Investment
- ▶ Leadership Investment
- ▶ Financial Investment





# SECTION B: ENVIRONMENTAL SCANNING AND ANALYSIS

## 1. POLITICAL SCENARIOS

### 1.1. THE AFRICAN NATIONAL CONGRESS (ANC)

#### Scenario 1: The Worst Scenario

The worst scenario is when the ANC develops into a centre-right political party embracing very conservative policies, and shows intolerance to the diversity of views. In such a context the democratic processes will be stifled in the name of “Democratic Centralism”, leading to a fragmented, incoherent and factional organization. Members will become generally disillusioned. This disillusionment will manifest itself in the form of splinter groups forming.

New parties and new “oppositionalist” organizations, no matter how small, advocating themselves as an alternative will emerge. Members will become passive and see no difference in exercising or not exercising their right to vote.

Our liberation movement, as the leader of the revolution, will begin to witness signs of a “revolution ready to devour its own children”. Labeling amongst the cadres of the movement will be rife, where cadres will locate each other in boxes, and ready to destroy each other. The labeling will lean towards suppressing debates and intensify infighting among the factions.

The emergence and consolidation of the black capitalist class within the movement may sharpen the ideological contestation. The polarization between the bourgeoisie and the working class, in the fight for hegemony, would lead to structures being unworkable.

The transformation and delivery of services will ground to a halt. This will create space for the counter-revolutionary forces to regroup and undermine the ANC- led Government. The ultimate result will be reduced majority for the ANC and the ultimate defeat of the revolutionary forces.



## **Scenario 2: The Realistic Scenario**

This is the “IRISH COFFEE” scenario. This is when the ANC becomes a centre-left party. The policies will become conservative, but sprinkled with some social programmes that give government a human face while the power-relations in society remain unchanged.

Institutions like NEDLAC will remain in place. Consultation will be seen to be taking place. The process will be used to coerce and convince participants into complying and endorsing decisions taken somewhere else. This will create an atmosphere conducive for International Capital in terms dictated by Transnational Corporations, the IMF, the World Bank and the World Trade Organization. The Government will primarily be driven by pressure from international forces but will still attempt to appease the masses.

The focal point will be Black Economic Empowerment and Affirmative Action, and the creation of a Black “patriotic bourgeoisie”. A call for building and strengthening the Black Capitalist class reinforces this analysis. We have further seen an unprecedented number of political heavy weights moving into business, creating cross-pollination between the ANC and business leadership. This will create the contest of ideas and interests. Unhappiness will be managed on an ongoing basis while capital will be embracing the policies of the ANC.

In this scenario the ANC will remain a majority party, with a possible reduced majority. Right wing parties will regroup to form a strong opposition. Calls for the formation of a left “WORKERS PARTY’ will become more vocal.

## **Scenario 3: The Optimistic Scenario**

In this scenario the ANC is clearly biased towards the working class and the poor. The programme for transformation of society, elimination of disparities and inequality and eradication of the legacy of apartheid will be the primary programme. Black Economic Empowerment would be handled within the broad transformation programme of decasualization of the economy. The focus will be on Broad-Based Socio-Economic Empowerment and operational exposure for the Historically Disadvantaged South Africans. The ANC will be leading the popular movement for transformation that involves mass formations beyond the alliance partners. The ANC-led government will be clearly driving a social transformation programme, and genuinely involve masses of our people.



A constituency-based electoral system, coupled with proportional representation on a 65:35 basis that will ensure accountability of public representatives, will be in place. This would be coupled with strong organizational structures that force leadership to account. All the structures will reflect the demographic composition of the constituencies in terms of class, race and gender.

In this scenario, the ANC will remain a majority party with an increased majority. There will be a degree of hostility by international Capital which would have to be managed.

#### **Scenario 4: Current Scenario**

Internally the ANC also faces challenges that were dramatically revealed at the 52<sup>nd</sup> National Conference or the Polokwane Conference. A leadership collective that presided over the ANC since 1994 was displaced and subsequently the new developments thereafter resulted in the recalling of the President of the republic. The stability of the ANC is being threatened by a splinter group. The impact of this group on the ANC cohesion and electoral support still remains to be determined, yet the potential threat cannot be ignored.

The ANC is therefore confronting the challenge of a liberation movement exposed to the dangers and possibilities of governance. In the past fifteen years an acute internal contestation as to the ideological orientation has not been completely resolved. The challenge confronting the working class is to give meaning in the current period as what the ANC stands for and how it must unify the historical forces that fought against the apartheid.

The fact that the basic grievances of the struggle have not been completely resolved suggests that the national democratic revolution is far from complete. Hence the necessities of a movement like the ANC to lead society towards the attainment of goals of the national liberation struggle.

Service Delivery protests set in by unhappy residents in local communities which cause civil unrest e.g. damage to property, burning of councilor's houses .Among other reasons the political instability of the ANC e.g. ANC in North West and Western Cape Provinces accounts for poor delivery of services. Corruption is also sighted as one of the contributors to poor service provision by municipalities.



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## 1.2. THE SOUTH AFRICAN COMMUNIST PARTY (SACP)

### Scenario 1: The Worst Scenario

The worst scenario is when the Communist Party loses its popularity amongst the working class in general, and working people in particular. It will, in this situation, lose its accepted role of being the vanguard of the working class.

This will be, in the main, a function of the party having totally lost its capacity to do scientific analysis of society through the use of Marxist tools. Most of its cadres would have neglected the party on the basis of material considerations, and would have exchanged their ideological outlook for material benefit. Party cadres will be in the forefront of vilifying it and its ideology.

In the alliance nobody will take it serious. It will be regarded as being irrelevant. The structures will be too weak to engage seriously. Financially it will be in dire straits.

### Scenario 2: The Realistic Scenario

Party will still be able to engage effectively within the alliance, and continue to be regarded seriously by the Alliance partners.

### Scenario 3: The Optimistic Scenario

The SACP will have intellectual capacity to develop policies that have a character in all areas. It will have capacity to put together a systematic socialist programme. Society will understand what the SACP stands for and the party will play its vanguard role.

The party will have enough resources to drive its programme aggressively. This will give the party capacity to engage within the alliance and broadly in society. The party will then be able to deal with any eventuality.

### Scenario 4: Current Scenario

The South African Communist Party remains an important formation in the South African political scene. Its resilience is remarkable in the current hostile anti-communist and anti-socialist climate. That in itself is worth celebrating and to cherish because it means that the socialist agenda will remain visible. In that regard, the SACP offers an organizational



vehicle to intensify the class consciousness of the working class; agitate for progressive alternatives and ultimately offer an alternative vision to capitalism. As such, the SACP has organizational, ideological and strategic value for the working class.

The Party also mounted important battles that have helped to move it out of relative obscurity and which also ensure that it is a fighting party. These campaigns reflect the strategic location of the SACP in struggles to roll back or transform the market especially in the financial sector, land and in the community. By focusing on what can be regarded as struggles in the sphere of reproduction the SACP has connected with mass struggles in the communities and gave voice to the interest of the working class communities. The challenge is to consolidate and sustain these struggles and link them to a coherent socialist alternative.

The SACP focus on the community struggles is reflected in the composition of its membership: majority of SACP members are mostly the unemployed. The industrial working class is still a small but significant section of the SACP's membership. This is a direct challenge to the NUM and the SACP to ensure that socialist politics are grounded among the industrial working class.

The medium term vision and the party programme adopted at the 12<sup>th</sup> Congress "*The South African Road to Socialism: for a socialist oriented national democratic revolution*" sets out the strategic vision of the SACP and left forces. The NUM should contribute to this ongoing debate around building socialism in the context of globalized capitalism. Naturally that would include questions of what is the task of the working class in the current phase of the NDR and how it should wage its class struggle against the bourgeoisie.

### **1.3. CONGRESS OF SOUTH AFRICAN TRADE UNIONS (COSATU)**

#### **Scenario 1: The Worst Scenario**

COSATU will be purely reformist in character, concerned only with bread and butter issues with no intention to follow a revolutionary programme. COSATU will then, lose respect within the alliance and cease to influence the political direction.

There will be a shrinking and divided labour movement. This will manifest itself in a lack of direction and vision in the leadership. General



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disillusionment will be the feature of the day in COSATU. There will be an increasing emergence of smaller splinter unions that will diminish the outlook of a vibrant, militant, dynamic and effective COSATU.

Careerism and professionalism will emerge as the defining characters in dealing with issues. The principle of worker control and leadership will be absent.

## **Scenario 2: The Realistic Scenario**

COSATU will be reactive, instead of being proactive, in dealing with challenges. There will be emphasis on communicating with membership and affiliates through the mass media. Instead of media being complementary to the union structures, it will replace and supersede them.

Technological advances, labour brokers will be altering the world of work and undermining collective bargaining and organizing. There will be passive membership that sees the union as insurance, and they will then emphasize premium/subs as point of departure.

## **Scenario 3: The Optimistic Scenario**

- ▶ COSATU that has a clear revolutionary programme for engaging both capital and government at all levels.
- ▶ Strong and vibrant union structures at workplaces.
- ▶ Structures and affiliates of COSATU will be effective and efficient.
- ▶ Visible and vocal leadership that is informed and have capacity to engage ideologically and technically.
- ▶ This will earn COSATU respect within the alliance and, therefore, capacity to influence political direction.

## **Scenario 4: Current**

COSATU adopted the 2015 Plan in the 2003 Congress which set out the strategic task for the trade union movement. The goal of the Plan is to reassert working class hegemony in the NDR and as the national interest. The 2015 Plan seeks to intensify the struggle on all fronts to challenge the agenda of capital: namely at the workplace, society and



the economy. To that end the Plan set out organization, political, and economic task for the trade union movement. Organizationally the plan aims to strengthen the unions, maximize unity and organize workers that remain outside of the trade union movement. At the political level, the Plan sought to ensure a change climate within the Alliance and contest the broad direction of state policy.

In the work place the 2015 Plan seeks to reverse the setbacks suffered by the working class, including retrenchments as well as improve working conditions, and protect vulnerable workers. At the level of society and the economy the Plan seeks to improve the living conditions of working class families and has agitated for an industrial policy framework anchored around the goal of decent work.

COSATU has played an active role in the post-apartheid society to challenge conservative economic policies, closure of political space within the Alliance, and to challenge the bosses at the work place.

Still COSATU has confronted a plethora of organizational and political challenges. Membership losses have been reversed since 2005 as COSATU's membership increased by 9%. Three quarters of COSATU's total growth in members was reported by three unions – SATAWU, NEHAWU and POPCRU. Only SACTWU, SASAWU, PAWUSA and CWU showed declines in this period. NUM on the other hand remains the single biggest union in COSATU. Notwithstanding the improvement in membership growth, union membership in general has been declining despite growth in employment, especially in construction, wholesale and retail.

On the policy front it is imperative to gauge COSATU's impact on the direction of economic policy. COSATU has maintained visible presence on the policy front: submissions to parliament; engagements at NEDLAC, government departments; and mass actions on socio-economic issues. While it has not completely overhauled the policy trajectory of the state, the adjustment in economic policy since 2000 is in part a reflection of this sustained action.

## **1.4 THE TRI-PARTITE ALLIANCE**

The ANC/SACP/COSATU alliance is critical for successfully taking our revolution forward. The state of the alliance and the state of the alliance components is the life-blood of our programme.



## **Scenario 1: The Worst Scenario**

The alliance will totally collapse. The absence of a collective attempt to develop a common programme and vision will become a source of conflict. These conflicts develop to a stage where the relationship is irreconcilable.

All the alliance partners will be weaker. There may be no majority party in government. Coalitions will become a permanent feature. The infighting within the alliance will be visible. Labeling of cadres one way or the other will be a manifestation of a revolution that is falling apart.

## **Scenario 2: The Realistic Scenario**

The alliance will be maintained for historic and sentimental reasons. The alliance will be a paper alliance. The alliance partners will be kept within the alliance fold so that they can be silenced when unpopular decisions are taken. This will be characterized by the absence of a common programme. Engagement will be ad hoc.

Alliance partners will be disillusioned with the alliance processes, thereby leading to each partner being preoccupied with their individual programmes, while simultaneously trying to sell each others' programmes amongst themselves. The benefit of coordinating the programme for transformation will be lost in the process. This will weaken the alliance. In this situation the ANC will be a marginal majority party in Government.

The cooperation with right wing parties like the IFP or NNP will be elevated into an alternative. There will be an accelerated realignment of class forces. The inherent risk will be seeing benefits from these cooperation agreements and the revolutionary alliance will be seen as a liability.

## **Scenario 3: The Optimistic Scenario**

This is a scenario where the alliance is effective, efficient and working. The alliance will develop and update a common programme for transformation. Coordination, under the leadership of the ANC, of the alliance policy formulation, programmes and activities will be paramount.

A National Political Centre of the alliance secretariat, led by the ANC Presidency, is critical for thorough coordination of alliance activities and the consultation of alliance partners. This formation would be replicated at provincial, regional and branch level.





The Alliance structures will be strengthened and be engaging. The alliance will form the core of the Popular Movement for Transformation. Sufficient resources will be allocated for alliance work. This will ensure that the ANC will remain a majority party, with a possible growing majority. State machinery will be supportive and committed to the programme for transformation. A state machinery that is honest and efficient in dealing and servicing the public. The orientation of the state would be towards helping communities rather than coercing communities. Trust between the state and government would be at the highest level.

#### **Scenario 4: Current Scenario**

- ▶ The alliance is a living entity with programmatic relationship
- ▶ The momentum of alliance partners participating in ANC NEC Lekgotla is sustained.
- ▶ The alliance holds summits to constantly allow a sharing of understanding and structural accountability. We see more of events like the 18-20 April 2008 Alliance summit which provide collective responsibility and leadership.
- ▶ Resolutions are taken by the alliance collective and are respected and implemented. The ANC conference resolutions in line with alliance decisions inform and direct government programmes. The alliance becomes the only centre that drives South African transformation.
- ▶ One centre of power and no profusion of centres. Alliance plays oversight thereby improves coordination and implementation of policy.
- ▶ The alliance monitors and evaluates the performance of deployees and implementation of policy in government.
- ▶ The alliance makes timely interventions as and when necessary. Clear joint programme for social transformation binding all alliance partners.
- ▶ Strengthening of local structures of the alliance.
- ▶ The ANC manages fragile unity of its constituent parts including the alliance relations successfully



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## 2. ECONOMIC SCENARIOS

### 2.1. MACRO-ECONOMIC SCENARIO

South Africa is the economic powerhouse of Africa, leading the continent in industrial output and mineral production and generating a large proportion of Africa's electricity.

South Africa is a middle-income, emerging market with an abundant supply of natural resources; well-developed financial, legal, communications, energy, and transport sectors; a stock exchange that is 17<sup>th</sup> largest in the world; and modern infrastructure supporting an efficient distribution of goods to major urban centers throughout the region. The country's financial systems are sophisticated and robust. The banking regulations rank with the best in the world, and the sector has long been rated among the top 10 globally. Growth was robust from 2004 to 2008 as South Africa reaped the benefits of macro-economic stability and a global commodities boom, but began to slow in the second half of 2008 due to the global financial crisis' impact on commodity prices and demand.

However, unemployment remains high and outdated infrastructure has constrained growth. At the end of 2007, South Africa began to experience an electricity crisis because state power supplier Eskom suffered problems with aged plants, necessitating "load-shedding" cuts to residents and businesses in the major cities. Daunting economic problems remain from the apartheid era – especially poverty, lack of economic empowerment among the disadvantaged groups, and a shortage of public transportation. South African economic policy is fiscally conservative but pragmatic, focusing on controlling inflation, maintaining a budget surplus, and using state-owned enterprises to deliver basic services to low-income areas as a means to increase job growth and household income.

Not only is South Africa itself an important emerging economy, it is also the gateway to other African markets. The country plays a significant role in supplying energy, relief aid, transport, communications and investment on the continent. Its well-developed road and rail links provide the platform and infrastructure for ground transportation deep into Africa.

The economy has been in an upward phase of the business cycle since September 1999 – the longest period of economic expansion in the country's recorded history. During this upswing (working on data for the period up to the fourth quarter of 2007), the country's annual economic growth rate averaged four (4) %. In the decade before 1994, economic



growth averaged less than one (1) % a year. South Africa real gross domestic product (GDP) rose by 3.7% in 2002 to 5.4 % in 2006 – the highest since 1981 – and 5.1 % in 2007. In the fourth quarter of 2007, South Africa recorded its 33<sup>rd</sup> quarter of uninterrupted expansion in real GDP since September 1999.

## **Economy in technical recession**

The country's economy could contract by as much as 2% this year. The main reasons for the protracted crisis are the global banking crisis which will deepen recession and there could be no recovery until it was resolved and banks globally had resumed lending. The government forecast domestic growth of 1.2% in 2009 followed by 3% growth in 2010. However, independent commentators forecast that growth will, at least in the next three years, be sluggish or a negative growth globally, with negative implications for South Africa. During the fourth quarter of 2008, GDP shrank nearly 2%.

Two consecutive quarters of contraction are generally considered a recession. It is against this backdrop that the reserve bank would cut its official repo rate to as low as 7%. The reserve bank has cut the repo rate by bits and pieces since December 2008, after a total of 5% point increase starting in June 2006. These events have shifted expectations that government bailout packages would help banks stabilize and keep the global recession short and sharp. The likely scenario now, was that a delayed resolution of the crisis would starve firms of credit and increase defaults, while the stimulus efforts would fade quickly and global GDP would decline further, resulting in a three-year recession.

## **Policy intervention**

The current South African economic slow down to levels last seen in the 1990's following the pro-cyclical policies prompted the Government to pursue counter cyclical macro-economic policies that will mean that, during period of high growth and increasing expenditure, Government slows down on expenditure. Government reversed its planned surplus and now projects a deficit growth for some years to come. This fiscal stance coupled with reduced interest rate will boost and stimulate the economy.

The reality of mass jobless-bloodbath and widening poverty rate requires that Government adopt a rescue package for the whole country and vulnerable sectors. Such a package will envisage the protection of jobs,



stimulate demand through infrastructure spending and transfers to the poor. The short-term results will be the stabilization of the situation and avoidance of a recession in the domestic economy while in the longer-term; the strategy would be to address the fault lines of an inequitable growth whereby a long-term strategy is required to transform the quality, structure and sustainability of growth. This will need to fundamentally change the structure of the economy, improve the skills and anti-poverty measures to draw in the marginalized into the mainstream of the economy.

A precondition for a successful growth and developmental trajectory is a visionary and efficient state. For the ANC-led government to implement the developmental state policy needs to concentrate on critical capacity and areas of planning, delivery and monitoring which are currently non-existent. The Polokwane Congress resolution on this policy which debates the appropriate role and size of the state is very relevant taking into cognizance the current global financial crisis.

A second precondition is to develop a coherent vision for growth and development to go outside the range of apartheid growth path to get sustainable and equitable development route, which requires a long term vision and an honest assessment of the past to overcome the racial, class, gender and spatial disparities.

## 2.2. MINING

### Scenario 1: The Worst Scenario

The mining industry will be declining at a faster pace than the twelve years between 1987-1999. This will be disastrous. In this scenario the mining companies will focus on cost cutting, revenue improvement and efficiency improvement. Automation will be attractive to the mining companies, not taking into account the alarming rate at which jobs will be destroyed. Performance will only be quantified in terms of profit maximization.

Rich ore bodies will be consolidated. The marginal mines will have a perfected technology. The bigger mining companies will be off-loading those shafts that do not fit into their cost strategy. In the process there will be massive job losses. This will translate into membership decline for the union, and thus weakening its organizational muscle.

Deep mining in South Africa will face competition for investment. Easily mineable reserves in other parts of the world will be attractive alternatives.



## **Scenario 2: The Realistic Scenario**

The mining industry will continue to decline. However, the decline will be managed and will be systematic. The industry will move towards fewer jobs, higher skills, higher productivity and higher wages. The leaner structures will be complemented with sub-contracted labour as a cost cutting mechanism. Overall labour costs will be cut and trade union gains will be cut back. There will be a major shift towards incentive remuneration. Safety standards will drop as corners are cut to meet the targets. Environmental implications of mining will receive little attention and companies will try to shift the responsibility to the Government. Collective Bargaining will be undermined.

New monopoly capital concentration will emerge in the drive for the creation of world-class gold mining companies. Small-scale mines will emerge to develop junior mining sector. The improved prices of commodities and weaker Rand will present us with an opportunity to develop this junior mining sector. These factors will give deep mining some competitive advantage and slow down the decline.

## **Scenario 3: The Optimistic Scenario**

The mining industry will stabilise. The growth sectors of the mining industry will grow faster than the decline in the downscaling sectors. There will be more investment in people development, making the industry more competitive.

The industry will invest more on beneficiation/value addition. This will create more jobs, instead of exporting them.

The state as the custodian of mineral rights, with the “use it or lose it” principle, will open up the industry for foreign investment. The broad-based socio-economic empowerment charter will create new opportunities and new partnerships. Operational exposure will create more managerial opportunities and skills.

The Social Plan will be comprehensive, with workers being equipped with generic skills. Such skilled workers will be re-deployable to growth sectors of the economy. Health and Safety will receive more attention.



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## Scenario 4: Current Scenario

Mining has been badly hit from consecutive quarters of 2007 and stretching into 2008 as compared to 2006. After five consecutive growths the mining sector recovered somewhat in the second quarter of 2008 where it recorded a massive growth after which it declined dramatically thereafter. Falling mining output has been experienced in major sub-sectors such as diamonds, coal, gold, and platinum-group metals. Slowing international demand and falling commodity prices accounted for the poor showing of the mining sector. Load shedding negatively affected mining and platinum output was affected by maintenance shutdowns in 2008.

### ► Gold Price

The market will reach a new low point and cause inflationary conditions to push the gold price up to \$1,200 in two years from now. The market is expecting to witness another low point because this whole new recession / depression situation is not complete yet. But, with all the financial stimulation, down the road, we are going to get inflationary conditions which will probably push the gold price up to about \$1,200 over the next two years or so. However, the outlook for gold in the short-term will be weak; while the market is very volatile gold will be struggling a bit, probably in the range between \$850 and \$1,200, from an average of \$705 in 2007.

### ► Housing

#### Current Scenario

By 2009 more than 65% of mineworkers were still staying in single sex hostels. These hostels symbolize the legacy of apartheid and the migrant labour system. This is despite the introduction of the Mining Charter in 2002 which stipulated that by 2007 50% of hostels should be converted to Family Units. The mining industry has done very little to change the situation and the following is the current situation:

- slow conversion of hostels into family units
- non-availability of land
- total shifting of housing responsibility to government by companies
- mushrooming of informal settlement around mines
- pleading of poverty by mining houses



- development of housing projects for rental instead of purchasing
- members do not qualify for housing bonds or fall out of the threshold of government subsidy.

In Construction, traces of discrimination of the past is still prevalent with accommodation not being provided to blue collar workers while in Energy housing is provided on the basis of grades and levels of staff .

### ► Labour Recruitment Strategy

After 1994 policy was put in place to ensure biasness towards employment of South Africans approximating 80% South Africans – 20% foreign nationals; however the companies were already saturated with foreigners as a legacy of apartheid. To date mining houses have more foreign nationals rather than South Africans. Such recruitment is worsened by workers recruited outside Teba Limited.

Professionals are moving between the mining companies in their attempt to boost their career prospects. Companies will have to develop comprehensive programmes for the retention of these professionals.

Junior management are often co-opted as they are unlikely to influence any change it is only at the level of CEO and Executives where change is possible.

The target set by the Mining Charter Broad-Based Socio-Economic Charter that 40% of management should be from Historically Disadvantaged South Africans and 10% women of the workforce by 2007 has not being achieved. By 2009 only less than 5% of the previously disadvantaged are in managerial positions.

The term “previously disadvantaged “is further abused by companies by the employment of white women in higher positions to the detriment of other African groups.

### ► Outsourcing/Contracting Out

Outsourcing is going to be used more and more as a cost-cutting mechanism rather than skills enhancement. This will be used to claim progress in the area of Black Economic Empowerment. Experiments that were conducted in peripheral areas like catering, cleaning and underground sweeping will be extended to the point of production.





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## ► Commodity Prices

The global financial recession, with an indication of a recession in the global economy, has resulted in a significant reduction in the price of gold, diamonds, platinum group metals (PGMs), resulting in adverse movements in operating results, asset values, revenue and cash flows. The recovery of prices is largely linked to the recovery of the global economy, but at the moment there is little understanding of how long current weak conditions will last. An extended recession in key markets and reduced growth in China, United States, India and other developed economies may not support a recovery of commodity prices. If the global economic environment remains weak for the medium to long term, the mining companies' ability to deliver growth in future years may be adversely affected.

In responding to these challenges, mining houses will employ strategies such as a review of future operational and capital expenditure plans given the current market conditions, and active management of liquidity.

Marginal mines will be subject to continual reviews, and different and appropriate action will be taken to mitigate costs and increase cash generation.

## ► HIV/AIDS

HIV/AIDS is a reality and it kills. The challenge is to ensure that the awareness/prevention programme is aggressive enough to ensure that we minimize new infections. Wellness programmes in every workplace will give hope and create a healthy environment for those already living with HIV/AIDS. This will force the industry to pay particular attention to nutrition content of food, hygienic surrounding where people live and access to antiretroviral drugs and supplements. This programme is about a healthy workforce.

## Current Scenario

### HIV/AIDS in Mining

#### Prevention

- 70% of respondents have Policies & Programmes in place.

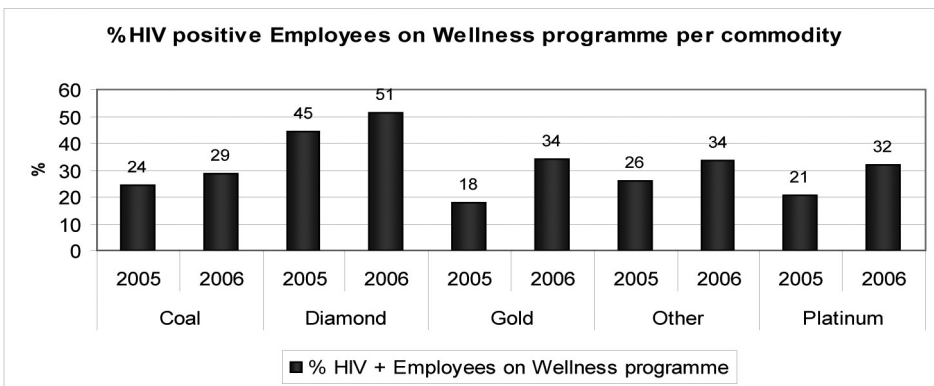


- 56% have a Budget for HIV & AIDS.
- Education & Information sharing with employees is at 66%.
- Periodic surveys are done at less than 40% of mines and only 20% monitor progress.

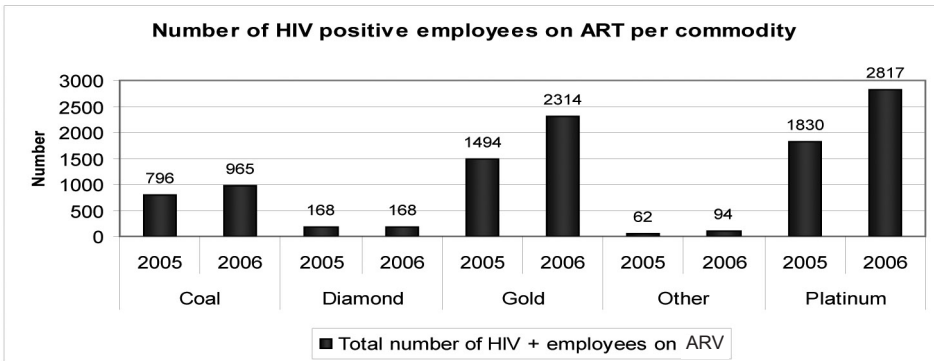
## Treatment, Care and Support

VCT, ARV's, STI treatment & TB treatment at less than 50%.

### HIV / AIDS



### HIV / AIDS

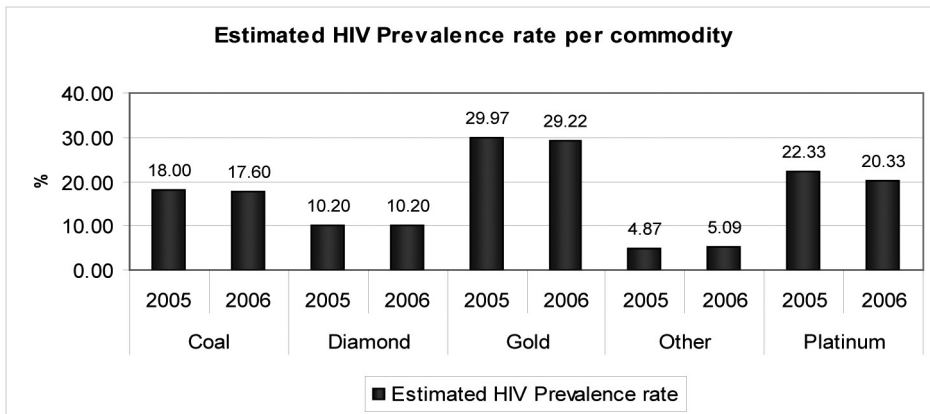




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## HIV / AIDS





## 2.3. CONSTRUCTION SCENARIOS

The Construction industry is a catalyst sector for transformation and economic growth. It is central to the rolling out of the infrastructure network like roads, houses, schools and health care facilities. Its success is a function of the private and public sectors spending. Increased spending on infrastructure development is positive for construction. Spending on infrastructure development crowds-in investment.

### **Scenario 1: The Worst Scenario**

The worst scenario will be where there is decline in both the private sector and public sector spending. The effect will be an accelerated destruction of jobs, deterioration in the ageing infrastructure network and reluctance on the part of investors to invest in the productive economy.

This will translate in the decline of union membership. This will contribute to the deepening of poverty. Wide use of sub-contractors will further contribute to the lowering of standards of work.

### **Scenario 2: The Realistic Scenario**

The continuing decline of Government spending will ultimately translate into stagnation. The private sector will not see the seriousness of Government and begin to scale down its own investment. This will translate in numerous short-term contractors and, therefore, trigger volatility.

Jobs will be destroyed in a cyclical way. Poverty will continue to deepen although at a lower pace. The union will also lose membership.

### **Scenario 3: The Optimistic Scenario**

Both the public sector and private sector increase investment in infrastructure development. The Government will have a clear programme to roll out the infrastructure, particularly in the rural areas. This will trigger economic activity around infrastructure network.

More sustainable jobs will be created. This will contribute towards denting poverty. The membership of the union will grow and be sustainable. This will give us more capacity to engage and influence the direction taken by the sector.



## Scenario 4: Current Scenario

The South African experience, post apartheid, has placed construction at the center of the economic regeneration of the country, driven largely by the State.

The South African construction industry has been a potentially critical actor in post-apartheid reconstruction. The reasons include its linkages with other sectors, its growth-generating characteristics and its potential for adopting labour-intensive techniques for a wide range of products.

The South African Government has focused on the construction sector and focused attention on the creation of an enabling environment for the growth of the industry, the organization and working of the construction economy, and the sector's roles in national reconstruction. The building construction sector was also seen as fundamental to housing delivery in urban reconstruction and in the economic empowerment of historically disadvantaged communities. In many respects, therefore, the construction sector is at the cutting edge of post-apartheid economic and social development.

Similarly the construction sector has been recognized as playing a meaningful role in addressing the current unemployment crisis in South Africa. Overall, the industry employs about 450,000 people, a figure that is currently in decline as a result of economic recession and high interest rates associated with the current global crisis.

The financing of this huge development projects is the key to how South Africa has weathered the storm. According to Dr Grey Mills, one of the commissioners from the African Commission, the global financial crisis will affect access to finance by governments. Inward looking domestic growth and domestic spending led by the state has proved to be the appropriate policy response as opposed to dependence on foreign direct investment, which has the habit of taking flight in times like these.

At the Micro National Level, it is the trade unions that must defend and protect construction workers by vigorously pursuing the decent work agenda, more so in the current financial crises. The decent work agenda involves the following dimensions:

1. The right to work, to organize and to bargain
2. Decent work
3. A living wage



4. Zero accidents
5. No downward variation
6. Quality jobs
7. Improve basic conditions
8. Health awareness
9. Skills development.

Economists noted that many African countries are currently experiencing high growth rates, which have resulted into circles of prosperity and opportunity for some people but which does not appear to have had the expected positive impact on employment and poverty alleviation. It is precisely for this reason that trade unions have to make the intervention in this critical period.

This growth has not translated in an improvement in the plight of the masses of construction workers. Instead, the plight of construction workers is a classic case of the rich getting richer and the poor getting poorer in the context of increasing poverty and inequality within the midst of massive profits and wealth accumulation by the construction companies. They continue to be exploited through poor working conditions, poverty wages, vulnerable employment through sub contracting and labour brokers, appalling health and safety standards etc.

## **2.4.ENERGY**

In January 2008, the national grid almost crashed followed by enormous blackouts throughout the country. The crashing of the grid would have resulted to the country being without electricity for days. Thus gold and platinum mines were forced to stop operation for five days.

The DME has produced the Energy Security Master Plan – Electricity 2005 – 2025. The Master provides policy option around which stakeholders can engage around a common agenda to ensure security of supply and the alleviation of poverty, but also specific to their interests. The NUM's ten year plan horizon fits well into the planning horizon of the Master Plan. The Master Plan is based on government policy and objectives as obtained in the 1998 Energy White Paper.

The South African economy has experienced the longest period of economic expansion in its history. The annual economic growth rate averaged 3.5%. In this climate of economic growth, security of supply



is critical. The economic growth was also on the back of South Africa enjoying the lowest cost of Electricity. Employment situation because of the lack of new investment in the sector, the over – capacity that South Africa enjoyed, was wiped out by the end of 2007 – beginning 2008. The spectra of a global economic recession were also looming on the horizon. Added to the above events was the challenge of climate change. All of these events conspired to worsen the unemployment situation in South Africa.

The employment situation can be mitigated by Eskom’s Build programme, scheduled to be completed by 2013. The Build programme seeks to return many mothballed power stations to production status and also use Open Cycle Gas Turbines. The potential for job creation exist in this Scenario. Nuclear energy is an added base load to electricity generation capacity. The only source of nuclear energy is the Koeberg power station with the Pebble Bed Modular Reactor (PMBR) being uncertain about when it will be commissioned.

There are still unresolved challenges as to the viability of the Koeberg Power station and the PBMR as it relates to the vulnerability of workers’ health and safety.

The Electricity Supply Industry will continue to witness reduction of employment levels. The decline in the mining industry will reduce the demand for electricity. The commissioning of plants will increase the electricity consumption. If there is growth in the economy the net demand for electricity will increase.

The mothballed power stations are being re-commissioned. This makes it a realistic expectation that over-capacity will be wiped out by 2007. The country will then either be required to import the shortfall in electricity supply, taking the advantage of the Southern African Power Pool or Commission’s new electricity generation capacity.

The government is under pressure to introduce competition in this sector. The new capacity needs give the government an opportunity to allow the private sector to invest in this new capacity. Instead of selling 30% of existing capacity, the government can open 30% of generation capacity to competition. The decision to have the holding company for the Distribution Sector will consolidate this fragmented sector of the Electricity Supply Industry. We must build on this foundation. Privatization and the costly experiment with Nuclear Pebble Beds are the two biggest threats to the restructuring of the Electricity Supply Industry.





### **3. LABOUR MOVEMENT**

#### **Scenario 1: The Worst Scenario**

In this scenario the Labour Movement will be shrinking and divided. Representativity will be declining and fall below 50% in the majority of workplaces. Splinter unions will be a feature in many sectors of the economy. The role of these splinter unions will be to undermine the programme for transformation.

The leadership will have no vision and the movement will have no direction. Service to members will be poor and continue to decline. Poor quality of leadership, with infighting and corruption, will be one of the defining characteristics. The general membership and staff will be disillusioned. There will be no capacity to engage both government and capital.

The labour movement will fail to consolidate the gains made over many years of struggle, and many of these gains will be reversed. The labour movement will not have the capacity to deal with the reconfiguration of the labour market due to modernization of technology and the role of labour brokers.

#### **Scenario 2: The Realistic Scenario**

Union membership will stagnate. The unions will spend more time in statutory institutions and in discussions with management. Membership will be passive and readily accept the conditions they find themselves in. The leadership will behave in a more unilateral way, undermining the structures. Negotiations will be used as a source of power. Organizational gains will have an individual identity and character.

#### **Scenario 3: The Optimistic Scenario**

The labour movement will be growing, vibrant, dynamic and effective. There will be greater progress towards one industry one union and one country one federation. There will be quality leadership and structures will be effective. There will be effective communication with membership.

There will be a clear programme and agenda of engaging both capital and government at all levels. Strong structures at the workplace will form the foundation of power for the labour movement.



The labour movement globally will be revitalized and be strong enough to take up issues affecting workers. It will be strong enough to engage in tripartite structures globally in protecting workers and trade union rights. The labour movement in Africa will be revived and develop capacity to deal with the changes and the challenges facing the continent. OATUU, SATUC and GUFs regional structures will embody a vibrant labour movement in the continent.

## **Scenario 4: Current Scenario**

COSATU has grown by 9% and has been dynamic, vibrant and effective. But the objective to have one country one federation, one industry one union has not been realized. The Federation is stronger after congress and makes indelible contributions in national policy discussions such as the National Planning Commission which Cosatu was able to influence in enhancing the draft document. Another example is that Cosatu has been able to successfully forward comrade Patel to Cabinet as Minister of Economic Development. This also confirms its access towards influencing the ANC and the government.

Furthermore, Cosatu has been able to push for the existence of a viable consultative and constructive Tripartite Alliance. The recent Alliance Summits since the ANC Polokwane Revolution in 2007 to present confirm the reality of Cosatu `s influence. With regard to pushing for the dropping of charges against and the mobilization of Zuma into South Africa`s Presidency the federation has been instrumental and many believe that it is punching way beyond its weight.

## **4. THE NATIONAL UNION OF MINEWORKERS (NUM)**

The National Union of Mineworkers has always been, and continues to be, under attack. The mine bosses will continue with the strategy of sowing seeds of division and dissent among union members. This strategy will manifest itself in the following ways:

- i) Promoting rival unions, giving them easy victories and, simultaneously, encourage members to resign from the NUM.
- ii) Employers will continue treating the NUM as the enemy and create all sorts of obstacles for the NUM, like refusing members permission to attend union activities, retrenchments and threats thereof, turning down even the simplest demands from the NUM and giving recognition to smaller unions.



- iii) The old managers will cling to power and try to frustrate any positive changes.
- iv) Management will pull union leadership close to them and manipulate them to drive capital's programme. This will be used to hide lack of delivery on agreements reached.
- v) More employers will use the law to bankrupt the union, suing it at the slightest provocation.
- vi) Companies will keep back union subscriptions as long as possible to weaken the union resource base.
- vii) Employers will play the union leadership against each other and drive a wedge between the leadership and the general membership.

### **Scenario 1: The Worst Scenario**

The branches of the union will be weak. Branch leadership will not seek mandates and will not give feedback. Branches will have no programmes, members will be divided and there will be infighting among the branch leaders. Management will undermine and drive union structures. Union structures will be used to drive management programmes.

The regional and national structures will be too weak and incapable of identifying union problems. This will result in mass resignation from the union and revolt against the organization. There will be a quick decline of union membership.

Branches will be heavily dependent on officials. The operational arm will be overstretched. Structures will be disempowered. The complaints about poor service will become more vocal. The working conditions of workers will deteriorate further.

### **Scenario 2: The Realistic Scenario**

In this scenario strong branches will survive and grow stronger and weak branches will almost collapse. Where branches are weak workplace forum driven by management will practically take over the role of the union. The membership will decline in the same proportion as the industry decline. This will be a manifestation of stagnation.

Centralized bargaining will be less effective and only stronger branches



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will make gains. There will be vocal complaints about poor service from weaker branches and thus create fire fighting for the union. Splinter unions will rise in the weak branches and take over leadership and management will encourage them as an alternative to shut out the NUM.

## Scenario 3: The Optimistic Scenario

In this scenario the union will be strong. Union structures will be working and effective and branches will be empowered. The branches will be able to take initiative and engage management effectively.

Branches will be able to and have capacity to run their administration, education, health and safety and women development programmes. There will be dynamic interaction among the national, regional and branch leadership and membership. The branches will have access to resources. The union's regions will be self-contained.

There will be effective coordination. Regions will have the capacity to develop strategic plans and programmes. The regions will engage government at provincial and local level and also civil society. At national level the union will have professional, effective and efficient teams that give back up to the regions. The Head Office will be small, lean and mobile.

## Scenario 4: Current Scenario

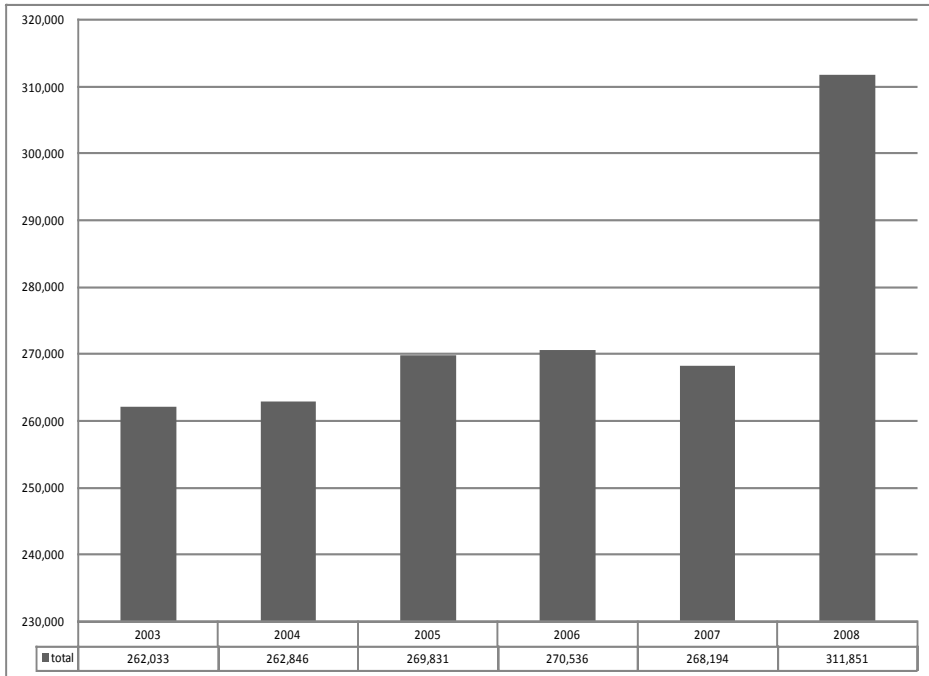
### 1. Membership and Union Growth

The union scope has not changed and it still focuses on organizing mining, construction and energy – mainly ESKOM. The chart below shows overall membership trends in the last five years and reveals the following facts.

- ▶ NUM membership increased by 49, 818 or 19% between 2003 and 2008, concentrated in four regions that account for 61% or 30, 205 of overall growth. These regions are: Rustenburg (9,839); PWV (8,918), Highveld (6,053) and Matlosana (5, 395). On average, membership increased by 9, 964 per annum for this five year period.
- ▶ The biggest surge in membership was between 2007 and 2008, wherein membership increased by 43, 657 or 16% increase. Rustenburg dominates the increase (12, 921) followed by North East (5,021), Kwa-Zulu Natal (4,682) and lastly Carletonville (2,079)



- ▶ NUM membership dropped by 1% between 2006-2007 a decline by 2, 342 members. However, due to the sudden recovery between 2007 and 2008 the membership loss was offset by the gain recorded during the latter period. Kwa-Zulu Natal lost 29% 3,751 members followed by Kimberly who lost 8% or 600 members and Rustenburg lost around 7%.



**Figure 1: Membership Trends: 2003-2008**

The next table illustrates the growth/decline of membership for three periods: 2003-2008, 2006-2007 and 2007-2008. It is apparent, that the union should not rest on its laurels because membership growth in the period 2007-2008 has slowed down to around 1%. In fact, as evident from the table some of the regions have lost membership. Membership declined in the following regions, in order of magnitude, Highveld (2,791 or 10%); Matlosana (2,311 or 9%); North East (1, 523 or 6%) and Carletonville (549 or 2%).

In geographic terms, NUM membership is concentrated in Rustenburg (25%), PWV (14%) and Free State (13-12%) and Carltonville around 11%. Geographic spread of NUM membership has remained virtually unchanged in the past five years. The Western Cape and the Eastern Cape are the smallest regions in the NUM accounting for roughly 3% and 2% respectively.



**Table 1: Geographic Spread of NUM members' %**

Region	2003-2008		2006-2007		2007-2008	
Carltonville	11%	11%	10%	10%	11%	10%
Eastern Cape	2%	2%	2%	2%	3%	3%
Free State	13%	13%	13%	13%	12%	12%
Highveld	8%	8%	8%	8%	9%	9%
Kimberley	3%	3%	3%	3%	3%	3%
Matlonsana	8%	8%	8%	8%	9%	9%
Kwa-Zulu Natal	4%	4%	5%	5%	3%	4%
North East	8%	8%	8%	8%	7%	8%
PWV	14%	14%	14%	14%	15%	14%
Rustenburg	26%	26%	26%	26%	24%	25%
Western Cape	3%	3%	3%	3%	3%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Sectoral composition of the NUM membership is virtually unchanged between in the last five years. Mining remains the largest sub-sector within the NUM. Construction has the highest potential for growth subject to overcome the challenge of organizing casual and temporary workers.

**Table 2: Sectoral Breakdown of NUM membership: 2009**

Sector	2009
Construction	16%
Energy	5%
Mining	81%

NUM response to a survey conducted by COSATU on the profile of its membership indicated the following:

- ▶ A tenth of the membership has tertiary education.



- ▶ Half of the members earn between R1, 500 and R2, 500 and another half between R2, 500 and R6, 000 per month.
- ▶ More than two thirds of members are in fulltime permanent employment while about a tenth is casual or temporary workers. Roughly 10-20% is employed by sub-contractors.
- ▶ In racial terms the NUM is predominantly black (Africans 95% and Coloured 4%) while whites constitute under 1%. In gender terms the unions is a male dominated union. Men make up 90% of the union. Women make up the balance of 10% of membership.
- ▶ The union faces rivalry from Solidarity in the main while the rest of the other unions are small in comparison to the NUM. In Eskom NUMSA continues to recruit members despite the standing COSATU resolution.

## 5. INTERNATIONAL

International relations are becoming complex by the day. Globalization is a reality that we must confront. This is the most advanced stage of imperialism, characterized by the speed with which capital moves in a borderless global Economy. The domination of the world by the United States and her insistence on the protection of her interests continues to pose a risk to the whole world. Poor and weak nations continue to be frog-jumped into positions they cannot live with in the long-term, fearing being raided if they disagree with the United States.

The formation of regional economic blocs determines the direction and economic relations in the world. The transformation of the OAU into the African Union is a movement towards Africa being one such an economic bloc. This process promises political stability and economic growth on the continent. NEPAD forms the basis for engagement in the process of African renewal.

The labour movement must deal with serious and complex challenges including, among others,

- ▶ Dealing with international trade and global activities of Trans-National Corporations as coordinated by the World Bank, International Monetary Fund and the World Trade Organization.
- ▶ The ability to organize the various Trans-National Corporations,



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organize global networks of workers and coordinate trade union work globally.

- ▶ The ability to lobby for trade agreements that capture workers and trade union rights, environmental protection and socially responsible investment.
- ▶ Ensuring that the programme of developing countries is part of the global agenda.

## Scenario 1: The Worst Scenario

This is the scenario where a uni-polar globe continues to be the reality with the United States being the marshal of the world. Capital continues to dominate the world and all facets of life continue to be subjected to the dictatorship of the markets. The international labour movement will be weak, divided, corruptible and donor driven. The end result would be its disintegration.

Inequalities between developed and developing countries, between North and South will continue to grow. Trans-National Corporations will overlook the environmental imperatives and the needs of local communities without being censored. Nation-states will be weakened and the economic capabilities of the developing world will be corroded.

- ▶ Poverty will be on the rise.
- ▶ Health care standards will be on the decline
- ▶ More children will be working instead of going to school
- ▶ Sanitation facilities will be very short of meeting the needs
- ▶ Number of people who earn less than one dollar a day continues to grow.
- ▶ People with no accommodation will increase.

## Scenario 2: The Realistic Scenario

There will be a push towards a consensus on a market friendly, capitalist agenda. This will be driven under the guise of social and developmentally geared programmes. There will be a greater, yet





subtle, advocacy towards the rejection of anything that appears to bear vestiges of or resemblance to socialist thinking. International funding will be used, in a carrot-and-stick fashion, as leverage by super powers to ensure agreement by poorer countries to approaches contrary – almost detrimental – to their own policies and principles.

Small pockets of movements and organizations struggling for change will emerge. While there will be cooperation among such movements globally, only those who are resourced and stronger will be outspoken.

### **Scenario 3: The Optimistic Scenario**

In this scenario the socialist and left forces begin to regroup in various parts of the world, and begin to challenge and impact on the dictatorship of the markets and unilateral approaches by the USA and its allies. Working class internationalism will be enhanced and solidarity among workers will be the main feature of the world politics. United States, the self-appointed marshal of the world, will be resisted wherever they go and try to dictate terms.

African Union will develop into a viable and sustainable economic block. NEPAD will show results and be flexible enough to address the concerns raised by civil society. The labour movement will be strong and conscious enough to lead the initiatives to revive various working class formations.

Economies in the South will consciously increase the South/South Trade volumes. The labour movement in the South will be strong enough to contest ideas in the international trade union movement. This will make solidarity to be practical, and unions from developing countries will be influential in the international trade union movement.

The labour movement, globally, will be revitalized and strong enough to take up the issues affecting workers anywhere in the world. It will be strong enough to engage effectively in tripartite structures for the protection of workers and trade union rights in any part of the globe. The labour movement in Africa will be strong enough to confront the challenges of the continent. OATUU, SATUC and GUFs regional structures will embody a vibrant labour movement in the continent.



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## Scenario 4: Current Scenario

The international situation has changed profoundly since 2003. First, we are in the midst of a financial crisis that forced government in the US and Europe to bailout some of the banks. A global recession under present circumstance is no longer unavoidable. Capitalism is thus facing a global crisis which is likely to lead to unemployment and food scarcity. The second, major change in the global political arena is the electoral defeat of neo-liberal economic policies in Latin America as left parties have been installed. Third, the global trade talks have stalled partly because developing countries were beginning to assert their power.

Global dominance of the US remains firmly entrenched even though it is under constant challenge from China and Europe. China's position is interesting because it has opted for peaceful coexistence with the US and is now also depended on accessing US goods and capital markets to sustain its massive growth.

Since the colossal failure in Iraq and Afghanistan the US seems to have toned down its belligerence articulated by the Republicans under Bush. A change in tone in the US has therefore reduced the possibility of armed conflict which threatened to engulf the rest of the world with the Middle East as the central theatre of battle.

All of the above suggest that the global balance of forces have improved remarkably in favour of progressive politics. Ironically, this occurs when the left is disorganized and lack a coherent agenda to replace neo-liberalism. The crisis of capitalism can also yield high problematic political outcomes such as xenophobia and fascism as people seek answers to complex challenges they face. Thus, the left in general and the trade unions in particular have to articulate a clear left agenda to address the instability and volatility of global capitalism.



## **REINFORCING AND REFOCUSING THE STRATEGIC PLAN: STRATEGIC PRIORITIES TO 2020**

From the preceding analysis of the external and internal environment it is apparent that the union operates in dynamic and ever-changing situation to which it should continuously adapt both proactively and reactively. It is an environment fraught with opportunities and risks that the union has to grapple with and fashion an appropriate strategic response. Some of the new risk include the slow down and global and South African economy likely to result in job losses in mining and construction. This possibility is reinforced by the sharp decline in the commodity prices especially gold and platinum. Internally, the NUM has to contend with the unintended consequences of growth and successful organization change programme.

This includes improving the ability of leaders and staff at regional and branch level to manage increased responsibilities and resources. Furthermore, the tension between elected and full time officials at regional level should be properly managed to avoid paralyzing the organization. The growth in union strength also attracts the attention of service providers who regard the union as gateway to enrich themselves. If not properly checked service providers can corrupt the union and hijack its direction and determine who should be the leaders.

The greatest threat confronting NUM at this period of its history is complacency, failure to innovate and unresponsive bureaucracy. When an organization matures it run the risk of atrophy resulting from lack of dynamism, accountability to members and a self-perpetuating leadership and bureaucracy. By constantly interrogating its performance and adopting forward looking vision and plans, the NUM will avoid this danger. We are confident of the future and we do not approach the coming period because we are in crisis or because we are mere victims or object of pity. Indeed the union has faced many challenges and it had fought hard to ensure maximum unity and to challenge anti worker agenda from any quarter.

Notwithstanding the challenges confronting the union it stands on firm ground as a result of years of painstaking work to build a strong union firmly rooted in its base. The broad thrust of the strategic plan remains relevant and the purpose is to refine and intensify implementation. A strategic plan document set the parameters within which detailed operational plans for a number of goals and programmes will evolve. As such, this document will identify broad goals that will be given meaning through the adoption of detailed action plans.



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## OUR VISION

The National Union of Mineworkers must be a leading, strong, united, and ever-growing revolutionary union.

## OUR MISSION

*The National Union of Mineworkers' mission is:*

- ◆ To be the preferred and sole representative union for all mineworkers, energy and construction workers.
- ◆ To recruit, mobilize and unite all workers in the Mining, Energy and Construction sectors of the economy.
- ◆ To deepen the understanding and raise the class-consciousness amongst all our members.
- ◆ To deliver quality service
- ◆ To be responsible, reliable and accessible
- ◆ To ensure that our members enjoy unlimited industrial citizenship
- ◆ To continue being part of and pledge solidarity with the labour movement and the broader working class movement, nationally and internationally.



## VALUES

**Reliability** – Are we dependable and consistent (Do we promise to arrive and never pitch up?)

**Responsiveness** – We must never see our members as being troublesome. Every concern they raise is a serious concern we must attend to it timeously. When members make wrong demands from the Union like Provident Fund pay- outs, they are not troublesome, but are ill informed. We must move swiftly and give them information.

**Competence** – We must ensure that our officials have the necessary skills to service members. What frustrates branches is an organizer who come ill- prepared and has less knowledge of issues that the Shaft/ Shop Stewards, stewards feel disrespected when they observe this.

**Access - Our** members must be able to pick up the phone and find the person he/she wants in the Union Office, even the President. The member must walk into the Union office and be attended to within five minutes.

**Courtesy** – Our members must be given the respect they deserve. We must be polite to them. A member must feel this respect and politeness when he/she phones the union office or talks to a Union Leader or official or visits a Union office. Every Union office must have tea and coffee. A member who visits the NUM office has to wait and must be treated to tea/coffee. Every Administrator who does this is a real organizer.

**Communication** – We must continue with the tradition of a mass meeting in every branch at least once a month. We must talk to our members more. Our publication must be a source of information.

**Credibility** – Our members must have a sense that we have their best interest at heart, we must be convincing in our dealings with members. They must feel reassured when they work with us.

**Security** – The union must be seen to be providing security to a member. Members must see the Union as the defender of their interests.

**Understanding** – Try to understand what the member wants. The Union is about our members. It is not about us. Ensure that our members understand us.



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**Tangibles** – We must ensure that our members see and feel the tangible gains we make as a Union. They must have reason to remain members of our Union.

**Honesty** - In our dealings with members and society at large, we will endeavour to be forever honest for we believe honesty is the best policy

**Respect** - We will ensure that our members are treated with the respect they deserve.

**Integrity** - We will ensure that the integrity of our union and our members is maintained at all times.



# SECTION C: THE STRATEGIC PLAN

## INTRODUCTION

Our strategic plan is directed at achieving the best results with the least resources. This will be the function of our structures being effective and efficient. Our union will strive to achieve the preferred scenario, that is, the optimistic one, in every aspect of our work. It will have the capacity to survive and to steer through any scenario that becomes a reality, including the most pessimistic/worst scenario. In this way the NUM will remain relevant and have the capacity to influence the political, economic and social developments in our country.

Our vision and mission reflects efficiently where we want to be, now and into the future, and how we plan to achieve our dream.

## THE PLAN

All the components of this plan are intended to help the union achieve what it has set for itself to achieve. This plan should be read as an integral part of the integrated ten year plan of the union, organized into sections and sub-sections for easy reading.

### 1.1 Building and Maintaining Strong Branches

A Branch is the basic and primary organ of the Union. The Strength of the Union is a function of the branches. Building and maintaining strong branches is an obligation and a revolutionary task of all the structures of the union.

#### (a) Resource Allocation

- ▶ Each branch must have the capacity to handle the resources at its disposal
- ▶ Each branch must have access to modern information technology and have the capacity to manage it.
- ▶ The employers must be persuaded to provide the branch office space with the IT network.
- ▶ Each branch must develop a good resource centre that can enable the branch to have access to various reference materials





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## **(b) Branch Programme**

- ▶ Every branch must have the capacity to develop and implement the programme and campaigns of the branch Education is critical for deepening the organizational understanding. Our education programme must always address all the aspects of our organizational work.
- ▶ Political – economy must receive specific attention so that our programme can produce a rounded cadre Our branches must have capacity to run the technical aspects of the organization

## **(c) Focused Branch Leaders**

- ▶ Allocation of portfolios to individual branch members has proven to be working. It gives the branch more capacity in the branch members
- ▶ Monitoring of membership analysis
  - Education
  - Health and Safety
  - Collective Bargaining
  - Women
- ▶ Social Issue : Recreation , Housing , Wellness, HIV/AIDS , Social Plan
- ▶ These branch members must be given the necessary training in their respective areas of focus.
- ▶ The branch must assess the performance of individual leaders on a quarterly basis and ensure that the branch work remains integrated.

## **(d) Full time functionaries / Operatives at Branch Level**

Full time shaft stewards and mining house coordinators must be subject to elections over 3 years

- ▶ The Union must invest in developing the necessary intellectual capacity in this network.



- ▶ Hostel senators, branch educators shall be deployed by the branch committee subject to review every 3 years without necessarily denying the members the right to elect.
- ▶ The union must invest in the development of necessary skills and technical capacity.
- ▶ Full-time operatives must be taken through the development programme at the Elijah Barayi Memorial Training Centre including other training facilities and programmes preferred by the union
- ▶ The full-time shaft/shop steward must, preferably, be the branch secretary
- ▶ The full-time safety steward must, preferably, be the branch safety secretary.
- ▶ All these structures must account and be under the guidance and leadership of the branch leadership.

#### **(e) Communication**

An informed member is able to fully participate in Union Activities.

- ▶ Branches must be capacitated and resourced to produce pamphlets around specific issues.
- ▶ The NUM News, NUM Website and other forms of communication must be a source of information for our members and the delivery of the NUM News and the content of our Website must be improved.
- ▶ Mass meetings must be held at least once a month in each branch.
- ▶ Branches and Regions should be encouraged to write articles in the language of their choice to the NUM news.

#### **(f) Accountability**

The work of branches must be evaluated annually by the branch and the Region and be improved on an ongoing basis.



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## 1.2 Building Self Contained Regions

Every region is the circuit breaker of the union. The capacities of the region to service branches and provide necessary support to the national structures determines the vibrancy and effectiveness of the Union.

A self contained region is a region that can deal with all the problems in the area under its jurisdiction, and be able to proactively drive its programme

### (a) Staffing

- ▶ The Region should be given the necessary human resource skills to enable it to be a self contained Region
- ▶ The region must be able to identify skills gaps, and to developmental a programme with the National Human Resource
- ▶ Regions must have the leadership and management capacity to get optimal results from the regional team.
- ▶ Project Management tools must be developed and utilized in all the regions to ensure that we deliver quality service to members.

### (b) Resource Allocation

- ▶ Budgeting must be a control tool for all our regions (and other cost centers).
- ▶ The implementation of Union Programmes must be cost effective and within the budgetary provisions.
- ▶ The union must work towards ensuring that each region generates income through subscription which is above its expenditure.
- ▶ The Union must invest in improving financial management skills amongst the treasurers, administrators, coordinators and secretaries.
- ▶ The Regional membership system must link to the National Office data base so that we can be able to make efficient projections.



### **(c) Constitutional Structures**

- ▶ The union should continue to invest in its Leadership to enhance a collective leadership capacity.
- ▶ The Union must demand more accountability from regional leadership collective on the efficient running of the regions.

## **1.3 Responsive National Leadership and a Reliable Head Office**

### **(a) Head Office**

- ▶ Head Office must be armed with the relevant skills and capabilities in order to render quality service to Regions and Branches,
- ▶ Head Office must be effective and efficient

### **(b) National Leadership**

- ▶ The National Leadership has the responsibility to ensure that all the structures of the union are operating effectively and efficiently.
- ▶ Leadership development must be ongoing to develop and sustain the leadership capacity of the union.
- ▶ Political education must be ongoing, in political schools, in and meetings, led by national leadership.
- ▶ Leadership must be responsive to issues raised by members and stakeholders at all levels

The development, efficiency and effectiveness of the operational arm of the union are the responsibility of the union leadership

## **1.4 Human Resources**

- ▶ The Human Resource strategy must be informed by the NUM Plan and its aims and objectives
- ▶ Ensure the right culture through Performance Management system,



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succession planning, change management programmes and Promotion of work-life balance

- ▶ Entrench the culture of learning by managing talent, career management, systems and procedures that will develop NUM to be a learning organization
- ▶ Provide HR support service to the organization
- ▶ Promote Healthy working relations through effective Employee Relations processes.
- ▶ Secondment of worker leader should translate into additional capacity for the union and be developmental in content
- ▶ Secondment of staff is an option for a variety of reasons
- ▶ The union must invest in the continuous improvement of skills as a tool to improve service quality.
- ▶ There must be a clear staff induction programme and mechanism to implement the programme.

## 1.5 Political Plan

The NUM is a working class formation. It is part of the congress movement. We are committed to ensuring the success of the National Democratic Revolution, as the shortest route to socialism. The following interventions must be part of the NUM programme:

- Contribute towards the ANC by building and swelling the ranks
- Contribute towards building a strong SACP and establishment of Branches where the NUM exists.
- Contribute towards the building of a strong and Progressive Civic movement
- The NUM structures must promote the culture of political debate and political education at branch, regional and national level.
- The Union must encourage mass participation in all these structures and be prepared to allow it's most committed and capable leaders to



participate and stand for office in these structures.

## 1.6 Membership Growth

- The penetration of the NUM in mining , construction and energy sectors across all categories is an opportunity for growth in membership
- The union must develop a strategy to counter competition for membership against splinter, emerging unions, and the traditional white unions trying to extend their scope.
- The union must increase its representivity to 80% especially in mining and energy in each branch.
- We must be more aggressive in recruiting members in identified growth sectors, i.e. construction and the platinum, coal and all PMG's industry.
- Every region must have a coherent recruitment strategy linked to the National Strategy.
- The Production Pillar must periodically refine its growth strategy taking into account the complexity of each sector.

## 1.7 Collective Bargaining

- The collective bargaining strategy must ensure that we realize DECENT WORK, DECENT PAY and DECENT QUALITY OF LIFE in Mining, Energy and Construction.
- In South Africa the main challenge is to improve the earning of mineworkers and construction workers to the same level as manufacturing workers.
- The widespread use of the sub-contractors and the outsourcing of services in the construction, energy and mining sectors pose a challenge for our union to organize workers in these vulnerable sections of the workforce, and push wages and conditions of employment to be at the same levels as the main employer.
- It is a requirement of mining licenses to have a social plan in place. The challenge is the implementation of such a social plan and to



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ensure compliance through collective bargaining.

- The Union must work hard for the establishment of the Bargaining Council i.e. Mining towards 2010, Construction 2011 and Energy 2011

## 1.8 Housing

- ▶ In 2009 more than 65% of mineworkers still stay in single-sex hostels. These hostels are a symbolic remnant of apartheid and the migrant labour system that remains untouched
- ▶ Our campaign must be directed at ensuring that by the year 2014 more than 50% of mineworkers have family accommodation
- ▶ By 2020 there is normal family life and normal communities in all the mining areas
- ▶ Construction workers are subject to migrant life staying in camps. This deprives them of a healthy family life.
- ▶ Our organization building must also focus on improving the Conditions under which construction workers live in.

### ***Our strategy must have the following components:***

- Companies pulling resources to have housing projects close to the workplace.
- In addition to government subsidies, the companies must give workers housing allowances to make these houses affordable.
- Companies must convert hostels into family units
- Living out allowance must be at a level where workers can access decent family accommodation.
- The Union must ensure that housing and home ownership is an organizational issue, driven by structures.





## 1.9 Health and Safety

### HIV/AIDS

- ▶ The union must educate its members about HIV/AIDS pandemic as a reality and a disease with no cure yet. We must educate mineworkers, energy and construction workers that being HIV positive must not temper with one's dignity, confidence, confidentiality and need to be respected.
- ▶ We must resist relegating our members into mere statistics
- ▶ Our Strategy and Campaigns must have four aspects:
  1. Prevention, awareness and education
  2. Behavioral change (lifestyle changes)
  3. Voluntary testing and counseling
  4. Protection of HIV positive workers
- ▶ The Union must ensure that companies provide education and treatment for their HIV positive employees and families.

### 1.10 Unity of Purpose

- ▶ Capital as our main class enemy will always try to sow divisions amongst the workers. The Union has a responsibility to work for maximum unity.
- ▶ Violence is the highest level of manifestation of these divisions; a coherent political programme is the best way of ensuring maximum unity and to raise awareness amongst workers.
- ▶ Political awareness must help kill tribal sentiments amongst workers this will eradicate tribal faction fights in the industry
- ▶ Management will always have an interest in the Union elections. It will readily sponsor any leadership division in the Union structures. The Union structures must safe guard itself against any of these management maneuvers.



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## 1.11 International Relations

- ▶ Working class internationalism informs our international work and assist to broaden the leadership understanding of working class issues, this must be expressed in Mass meeting , Union meeting and through the NUM News letter and Pamphlets.
- ▶ The Union continues making a contribution in ICEM and BWI as active affiliates.
- ▶ The Union will continue having structured work in Africa, working with our sister unions in building a strong vibrant trade union movement in Africa.
- ▶ The Union will strive to strengthen our South/South work.
- ▶ The NUM will work hard to be part of the global peace movement confronting issues on political, economic and military developments anywhere in the globe, as part of the world working class movement.
- ▶ The Union will support all the initiatives by the international working class movement directed at tilting the balance of forces in favour of the progressive forces.
- ▶ The Union will maintain and cultivate relationships of solidarity between the North and South that advances the Unions working class agenda



## 5. INDUSTRY RESTRUCTURING

### 5.1. RESTRUCTURING OF STATE ASSETS

- ▶ The National Union of Mineworkers supports the restructuring of state-owned assets in so far as it is directed at servicing the whole population.
- ▶ Restructuring of state assets should focus on efficient, effective, affordable and acceptable delivery of quality service and basic needs to all the people of South Africa.
- ▶ The following strategic sectors should remain in public hands:
  - (a) Electricity supply
  - (b) Public transport
  - (c) Telecommunication
  - (d) Postal services
  - (e) Water supply
  - (f) Mineral rights
  - (g) Education
  - (h) Health service
  - (i) Social welfare
  - (j) Security forces
- ▶ Our union should continue to resist all privatization initiatives that tend to weaken the capacity of the state to deliver.
- ▶ We must support initiatives of the state to take ownership in key sectors of the economy, for example, information technology and housing.
- ▶ We must struggle to ensure that the state contributes to the country's



Human Resource development. This is critical for the economic growth.

- ▶ The government must have a coherent investment strategy in the productive economy to optimize revenue-generating capacity.
- ▶ The Government should take an active interest, without necessarily wholly owning in the following sectors:
  - Housing
  - Financial services
  - Tourism
  - Mining and Agriculture

## **1.2. RESTRUCTURING OF MINING COMPANIES**

- ▶ Following the unbundling of companies, mergers, takeovers and offshore listing, many South African mining companies have become transnational corporations.
- ▶ The restructuring of mining companies has resulted in job losses and the emergence of a two-tier mining sector.
- ▶ The union should fight for the following principles in the case of change of ownership:
  - ▶ Details of the process should be given to workers in the early stages
  - ▶ Implications of change of ownership should be clarified and negotiated.
  - ▶ The National Union of Mineworkers should continue to monitor the changes of ownership patterns in mineral and mines. This is important to ensure that the union protects the members against downward changes in working conditions.
- ▶ Worker to worker contact must be built to ensure working class solidarity within the same company.
- ▶ The NUM must lead negotiations of global agreements with Trans-National companies registered in South African.



### 1.3. CONSTRUCTION SECTOR

- ▶ We have identified the construction sector as our growth point.
- ▶ It is in our interest to have this sector growing and being vibrant.
- ▶ State investment in infrastructure development is critical for growth in the economy.
- ▶ The union should be a leading force in identifying areas where there is need for infrastructure. This will not only create jobs for construction workers but it will also crowd-in further investment and, ultimately, create sustainable jobs.
- ▶ We must pay attention to the various sub-sectors, particularly the building sector which is the most volatile sector in construction.
- ▶ Construction companies are also globalizing, thus requiring us to develop company global networks.
- ▶ Many of our Trans-National companies must be engaged to sign global agreements with the IFBWW.

### 5.4. CONTRACTING OUT/OUTSOURCING

About 25% of jobs in the mining industry are contracted out. The situation is even worse in the construction sector. The energy sector also uses a lot of sub-contractors, particularly in electricity construction.

Employers use these contractors as a cost-cutting mechanism. Wages paid by sub-contractors are normally half the wages paid in that particular sector. In this sense sub-contractors are not only paying low wages and upholding inferior conditions of employment but are, in fact, a practical tool to reverse the gains already made by workers over the years. Employers from the mining defended this strategy in the ILO as a means to save the industry and as “a means of making business”. Contracting out, for employers, is something to be defended in principle. Consequently, they will never accept the principle of “similar conditions” as in the sectors contractors operate in.

This captures how terrible the challenges the union must confront. The union must, therefore, ensure that:



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- ▶ It develops and continues to refine a comprehensive strategy to counter this attack. As we have a dedicated coordinator at Head Office level, the regional coordinators must be part of a team that pays particular attention to this monster.
- ▶ Each region must have a dedicated campaign against outsourcing and contracting out.
- ▶ As we struggle for minimum wages and minimum conditions of employment in each sector the minimum standards must also cover sub-contractors.
- ▶ Our strategy must be multi-pronged and cover, amongst others, the following:
  - ▶ Resisting outsourcing and contracting out in all the sectors.
  - ▶ We must find ways of controlling the process through collective bargaining where we come across it.
  - ▶ Educate members in detail about this down-variation of conditions of employment and the implications thereof.
  - ▶ As we organize workers employed by the outsourcing companies and sub-contractors we must build structures and build capacity in these structures.



## 6. MILESTONES

Strategic Pillar	Milestones
<b>Vision</b>	NUM a leading, strong, united and ever growing revolutionary Union
<b>Building and Maintaining Strong Branches</b>	<p><b>Resource Allocation</b></p> <ul style="list-style-type: none"> <li>✓ Branches have access to resources such as office space and information technology facilities such as computers, telephones etc.</li> <li>✓ Finances where branches control their own funds)</li> </ul> <p><b>Full time functionaries at Branch Level</b></p> <ul style="list-style-type: none"> <li>✓ Branches have full time employees</li> <li>✓ Shop Steward Training and Development</li> <li>✓ Full time Branch Secretaries</li> </ul> <p><b>Branch Programmes</b></p> <ul style="list-style-type: none"> <li>✓ Branch Capacity to draw and implement successful programmes annually</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>✓ Branch Meetings</li> <li>✓ Mass Meetings</li> </ul>
<b>Build Self Contained Regions</b>	<p><b>Staffing</b></p> <ul style="list-style-type: none"> <li>✓ Skills improved due to investment by the Union</li> <li>✓ A conscious bias in sourcing skills from within the organization</li> </ul> <p><b>Resource Allocation</b></p> <ul style="list-style-type: none"> <li>✓ Budgetary and expenditure control systems of the union in place</li> <li>✓ Strict adherence to financial systems control of the union</li> </ul>





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<p><b>Responsive National Leadership and a Reliable Head Office</b></p>	<p><b>Head Office</b></p> <ul style="list-style-type: none"> <li>✓ Highly skilled HO</li> <li>✓ Deepened understanding of the union environment</li> </ul> <p><b>National Leadership</b></p> <ul style="list-style-type: none"> <li>✓ Development of national leadership</li> <li>✓ Continued Political Education</li> <li>✓ Responsive Leadership</li> <li>✓ Development of efficient and effective operational arm</li> </ul>
<p><b>Human Resources</b></p>	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>✓ Invest in the continuous improvement of skills as a tool to improve the quality of service</li> </ul>
<p><b>Political Plan</b></p>	<p><b>No Milestone Identified</b></p>
<p><b>Membership Growth</b></p>	<p><b>Membership Growth</b></p> <ul style="list-style-type: none"> <li>✓ In-roads in the traditional white and un-organized blue collar employment categories</li> <li>✓ Membership growth maintained notwithstanding retrenchments in mining and construction</li> <li>✓ Attained Platinum and Construction membership growth</li> <li>✓ All Regions have their individual recruitment targets</li> <li>✓ Constantly monitored Recruitment drive linked with the union recruitment Strategy located in the Production Pillar</li> <li>✓ Relative success in handling rivalry unions</li> </ul>
<p><b>Collective Bargaining</b></p>	<p><b>Collective Bargaining</b></p> <ul style="list-style-type: none"> <li>✓ Managed to improve the wages and working conditions of the workers</li> <li>✓ The union signed agreements with increases above inflation over a 5 year period)</li> </ul>



<p><b>Housing</b></p>	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>✓ Progress in the availability of alternative accommodation</li> </ul>
<p><b>HIV/ AIDS</b></p>	<p><b>HIV/AIDS</b></p> <ul style="list-style-type: none"> <li>✓ Sustained awareness and wellness campaign</li> <li>✓ Increase in HIV AIDS Education             <ul style="list-style-type: none"> <li>✓ Increase in Voluntary testing</li> <li>✓ Improved Access to ARV's for members</li> </ul> </li> </ul>
<p><b>International Relations</b></p>	<p><b>ICEM</b></p> <ul style="list-style-type: none"> <li>✓ Notable contributions in the politics and operations of ICEM</li> <li>✓ Ascending into the Presidency of ICEM as a strategic advancement of African region</li> <li>✓ Installation of leadership from the left</li> <li>✓ Participation of the NUM in the Global Federation highly visible BWI</li> <li>✓ Deputy President member of the BWI Titular</li> </ul>



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## CONCLUSION

All our structures must invest a lot of energy and resources in the implementation of this strategy. We must quantify the progress made on an ongoing basis. Our successful implementation of this strategy will keep us ahead of the pack.

**We will then be a leading strong, united,  
and ever-growing revolutionary union.  
We must ensure at all times, that it is our**

**“MEMBERS FIRST TODAY AND FOREVER.”**



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