



NUM-SWOP SURVEY REPORT

**TO THE NUM
CENTRAL COMMITTEE 2016**

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Growth, Retention, Unity, and Quality Service to Members





MEETING EXPECTATIONS?

A research report on the state of servicing in the National Union of Mineworkers

Andries Bezuidenhout, Christine Bischoff & Themba Masondo

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Society, Work and Development Institute (SWOP)

University of the Witwatersrand

Private Bag 3

WITS, 2050

Tel: (011) 717-4460

Fax: (011) 717-4469

www.swopinstitute.org.za



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Summary

The National Union of Mineworkers continuously engages in initiatives to improve the union's servicing of members. The Society, Work and Development Institute (SWOP) conducted research for the NUM on servicing levels in 1998 and 1999 and again in 2005. This report on servicing in the NUM is based on 1 190 personal interviews and 55 focus group interviews with members of the NUM, as well as 20 interviews with regional and national office bearers and officials. The research was conducted in the Free State, Eastern Cape, North East, Carletonville, Rustenburg, PWV and Highveld regions in the first half of 2010.

There are changes taking place in the NUM membership. Whilst many of the NUM's members are still migrant workers living in single-sex hostels and who work on gold mines, this is no longer predominantly the case. Our findings show that changes that have started since the end of apartheid are proceeding at a rapid pace and that the union still has to take the impact of these changes on the union into account. In many respects, as a well resourced union with sophisticated strategies, the NUM is succeeding in dealing with these challenges, but this is uneven when one considers various regions and branches, and there are some aspects that are cause for concern.

The following changes need to be considered by the NUM.

First, an increasing proportion of members are women. This proportion has increased since our previous servicing report. We include in this report a detailed analysis of how women members perceive and experience the NUM, and what the main servicing challenges are.

Second, as we pointed out in our 2005 report, the mining labour market is an ageing one. This, in combination with the pressure to increase the proportion of black and female staff in the higher ranks of the occupational ladder has introduced tension amongst workers. These tensions are playing out in the union's branches. This is still true, and in some cases the union has succeeded in dealing with these tensions. In other cases they are worse and remain a challenge. A particular challenge is the emergence of corrupt practices that are impacting adversely on the union and its ability to service members. These include the selling of jobs and the involvement of union officials in tenders for subcontracted work on mines.

Third, mineworkers increasingly tend not to live in single-sex hostels. The trend is a result of successful union campaigns and has become more pronounced than when we conducted our previous survey in 2005. Hence, members increasingly live in their own homes in townships, but also in informal settlements.

Fourth, as we pointed out in 2005, the introduction of subcontracting into the labour market – especially in mining and construction – has divided workers into segments. We also explore this issue in more detail in this report than we did in 2005, and we added a number of questions to our survey on this specifically. Linked to the subcontracting of mining, which leads to an informalisation of work, the emergence of illegal mining has become a major challenge. We argue that the NUM has to take the challenge of this issue head-on, since it is already impacting on the servicing of members and the operation of branches.

Finally, as has been the case for some time now, the NUM also organises the construction and energy sectors, which have their own challenges, which is explored in this report.

At the end of the report we make a number of recommendations that the NUM could consider.



Introduction

From January to April 2010, we have conducted 1190 interviews with members of the National Union of Mineworkers (NUM) in seven of the union's regions. We have also conducted 55 focus group interviews with members and 20 personal interviews with regional officials and office bearers. The findings were presented at a number of union meetings, and the feedback we received here was also taken into consideration. In this report, we present the outcome of this research project into the state of servicing in the NUM. While a number of interviews were conducted with office bearers and officials, it has to be kept in mind that this report is primarily about the opinions of members.

Section 1:

Methodology

The National Union of Mineworkers continuously engages in initiatives to improve the union's servicing of members. The Society, Work and Development Institute (SWOP) conducted research for the NUM on servicing levels in 1998 and 1999 and again in 2005. Three reports were submitted to the union containing findings based on research conducted in the Highveld, PWV, Rustenburg and Carletonville regions (in 1998/9), and on the Klerksdorp, Rustenburg, the Free State, the Western Cape, and North East regions (in 2005). Since then a number of measures to improve servicing levels have been implemented in areas deemed necessary by the union. For the research this report is based on, the NUM requested SWOP to include the following regions:

- Free State
- North East
- Carletonville
- Rustenburg
- Eastern Cape
- PWV
- Highveld

In each of these regions, the NUM has branches in the mining, energy and construction sectors. In order to get a general picture that is comparable to the surveys conducted in 1998 and 2005, a survey based on personal semi-structured interviews was conducted from January to April 2010. An updated interview schedule (also used in the previous surveys) was used for this purpose.

The notion of servicing is complex and contested, therefore needs use of different and multiple research methods. In research methodology, this is known as triangulation. Thus, as pointed out in the introduction to this report, we have used three different research methods – a survey, focus group interviews and personal interviews.

First, in order to get a general picture that is comparable to the survey conducted in 2005, we conducted a **survey based on personal semi-structured interviews**. A total of 1190 members were interviewed, as indicated in Figures 1 and 2.



Figure 1. Sample by region

Sector	Number of interviews
Mining	1018 (86%)
Energy	64 (5%)
Construction	108 (9%)
Total	1190 (100%)

Figure 2. Sample by region

Region	Number of interviews
North East	81 (7%)
Free State	164 (14%)
PWV	166 (14%)
Carletonville	180 (15%)
Rustenburg	433 (36%)
Highveld	123 (10%)
Eastern Cape	43 (4%)
Total	1190 (100%)

Due to the diversity of the three broad sectors organised by the NUM (mining, energy and construction), there are sizeable branches at different mines and the union also has a range of branches located in smaller sites associated with the building and construction industries. This has certain methodological implications – especially when it comes to the sampling of participants. Indeed, from Table 1 we can see that fewer construction and energy members were interviewed than in mining. The majority of the construction workers who were interviewed were located in the PWV and Rustenburg respectively and the majority of energy workers interviewed were located in the Highveld and PWV regions respectively. This is due to the fact that the sample was drawn as a proportion of overall membership.

Thus, in addition to the survey, **focus groups** were used to gather more qualitative data. Focus groups were conducted in the seven regions in April 2010. A total of 54 focus groups were conducted (see Figure 3 for details).



Figure 3. Focus groups

Region and branch	Focus groups	Comments
North East		
Lafarge	1	
Modikwa Platinum Mine	3	
Foskor	3	
Eskom Polokwane	1	
Anglo Platinum – RPM	3	
Highveld		
Harmony Gold Mine (Evander)	3	
Benicon	1	
Assamang Chrome Mine	3	
Kriel (Eskom)	1	
Good Hope Coal Mine	0	Not successful shop stewards failed to organise
Free State		
Beatrix (Jongi Ngozi Construction)	1	
Harmony Gold Mine	3	
Masimong	3	
Tshepong	2	
PWV		
Cooke 3 Uranium	3	
South Deep Mine	2	Only two completed due to time constraints
Eskom Pretoria	1	
Blitz Concrete	1	
Burnstone Gold Mine	0	Not completed due to time constraints
Eastern Cape		
Eskom East London	1	
Grinaker LTA	1	
Lafarge SA	1	
Carletonville		
Savuka Goldfields Mine (Diabore)	3	
Driefontein Goldfields	3	
Murray and Roberts Cementation	0	Not completed due to time constraints
Rustenburg		
JIC Impala Platinum	3	
Northam Platinum	3	
Amandebult Anglo Platinum	3	
Matimba Power Station	1	
Shaft Sinkers	1	
	50	

In addition to the survey and focus groups, which primarily draw on the perspectives of members of the union, we conducted twenty **in-depth interviews** with key regional office bearers in April 2010. In each of the regions we attempted to interview the Regional Chair, the Regional Secretary and the Regional Coordinator. We also presented our findings to various structures of the union, including its organisers conference, and a meeting of the CEC. We incorporate the feedback we got from these engagements in this final report to the union.



Section 2:

The NUM's Changing Membership Base

The NUM in transition...

In our previous report on servicing to the NUM, we argued that there were massive changes taking place in the nature of the union's membership base. We argued the following:

A typical NUM member in the past was a migrant worker from the Eastern Cape or Lesotho, who lived in a single-sex hostel and worked in a gold mine. Mines were relatively stable and the union used the concentration of large numbers of workers in hostels as an organisational base. Initially, mineworkers were mostly employed as contract labour. The union succeeded spectacularly in mobilising these vulnerable workers to improve their employment status and to campaign for better health and safety laws and regulations. The union also limited the ability of mines to use the racial order of apartheid to enforce discipline. This was the source of the NUM's strength – very high levels of solidarity in response to racist white managers and a racist state, and the ability to completely bring mining production to a standstill with strikes, or at least to disrupt production.¹

Whilst many of the NUM's members are still migrant workers living in single-sex hostels and who work on gold mines, this is no longer predominantly the case. In our previous report we quoted Gwede Mantashe, the NUM's former general secretary, who argued that we had to consider the impact that the unions had had on the transition, but also that the transition had an impact on the unions. This is still true. Our findings show that changes that have started since the end of apartheid are proceeding at a rapid pace and that the union still has to take the impact of these changes on the union into account. In many respects, as a well resourced union with sophisticated strategies, the NUM is succeeding in dealing with these challenges, but this is uneven when one considers various regions and branches, and there are some aspects that are cause for concern. Indeed, as we argued in 2005, "certain changes in the industrial structure of the mining industry, as well as changes in work organisation and employment practices are posing fundamental challenges to the union's main sources of power."²

But what are these changes?

First, an increasing proportion of members are women. This proportion has increased since our previous servicing report. We include in this report a detailed analysis of how women members perceive and experience the NUM, and what the main servicing challenges are. Indeed, the union has to continue its efforts to deal with this in the context of a union, industry and occupational culture that is historically dominated by men.

Second, as we pointed out in our 2005 report, "the mining labour market is an ageing one. This, in combination with pressure to increase the proportion of black and female staff in the higher ranks of the occupational ladder introduces tension among workers. Old workers feel that the younger ones are jumping the queue because they are better educated, but they are seen to be less experienced. These generational tensions also play out in the union's branches."³ This is still true, and in some cases the union has succeeded in dealing with these tensions. But in other cases they are worse and remain a challenge. A particular challenge is the emergence of corrupt practices that are impacting adversely on the union and its ability to service members. These include the selling of jobs and the involvement of union officials in tenders for subcontracted work on mines.

¹ Bezuidenhout A., Buhlungu, S., Hlela, H., Modisha, G. and Sikwebe, D. 2005. 'Members first: A research report on the state of servicing in the National Union of Mineworkers.' Johannesburg: Sociology of Work Unit, p. 11; see also Buhlungu, S. & Bezuidenhout, A. 2007. 'Old Victories, New Struggles: The State of the National Union of Mineworkers.' In: Sakhela Buhlungu, John Daniel, Jessica Lutchman and Roger Southall (eds.) *State of the Nation, 2006-2007*. Pretoria: HSRC Press.

² Bezuidenhout, et al., 2005, p. 11.

³ Bezuidenhout, et al., 2005, p. 12.



Third, mineworkers increasingly tend not to live in single-sex hostels. The trend is a result of successful union campaigns and has become more pronounced than when we conducted our previous survey in 2005. Hence, members increasingly live in their own homes in townships, but also in informal settlements. This trend impacts on the union's ability to call meetings and the attendance of these meetings. We explore this issue in more detail than in the previous report.

Fourth, as we pointed out in 2005, "the introduction of subcontracting into the labour market – especially in mining and construction – divides workers into segments. There are those who work on standard contracts of employment, who are generally union members. Then there are those who work precariously for subcontractors who are not organised by the union. Often these two segments of the labour market are in conflict, since permanent workers fear for their jobs."⁴ We also explore this issue in more detail than in 2005, and we added a number of questions to our survey on this specifically. Linked to the subcontracting of mining, which leads to an informalisation of work, the emergence of illegal mining has become a major challenge. This is mainly in the Free State, but has also become an issue in other regions. We argue that the NUM has to take the challenge of this issue head-on, since it is already impacting on the servicing of members and the operation of branches. Fortunately there are some success stories that could serve as examples for further action.

Finally, as has been the case for some time now, the NUM also organises the construction and energy sectors, which have their own challenges. In the case of construction, the sector is highly volatile due to the short term nature of construction work, but also because of extremely high levels of casualisation. In the case of energy, essentially ESKOM, the issue is a highly centralised bargaining system in the company, which leaves little room for branches to exercise real power. ESKOM members also tend to be highly skilled and have a more individualistic approach to trade unionism, which sometimes causes tension between these branches and organisers who mainly come from the mining sector. Nevertheless, the successful industrial action against ESKOM, which happened after our survey had been conducted, also has to be taken into consideration.

Servicing: Unions as movements

Researching the state of servicing in a trade union takes on to the core of what trade unions are about. There will always be a tension between different models and traditions of trade unionism. Some unions focus narrowly on their members' interests that are directly linked to the workplace. We call this tradition collective bargaining trade unionism. Others have a broader social mandate. We call this model social movement unionism.⁵ Is the union seen as merely an organisation that services members, very much like an insurance company services its clients, or do members see themselves as being part of the union? Do members rely on union officials for service or do they organise at a workplace level to deal with their problems. In the rich countries of the North, such as the United States and parts of Europe, people refer to the servicing model of unionism as opposed to the organising model.⁶

As we pointed out in our previous report: "We are not trying to argue that the two are necessarily directly opposed – social movement unions remain strong partly because they service their members effectively. But they also have a broader goal to transform society as such. In addition, members do not see the union as something on the outside of which they are clients. In fact, *members are the union*, and if they criticise the union, they also criticise themselves for not taking political responsibility."⁷

4 Bezuidenhout, et al., 2005, p. 12.

5 See for instance: Webster, E. 1988. 'The Rise of Social Movement Unionism: The Two Faces of the Black Trade Union Movement in South Africa.' In: Frenkel, P., Pines, N. & Swilling, M. *State, Resistance and Change in South Africa*. London: Croom Helm; Von Holdt, K. 2002. 'Social Movement Unionism: The Case of South Africa.' *Work Employment and Society*, 16(2): 283-304; Buhlungu, S. 2002. *Comrades, Entrepreneurs and Career Unionists: Organisational Modernisation and New Cleavages Among COSATU Union Officials*. Occasional Paper 17. Johannesburg: Friedrich Ebert Stiftung; Von Holdt, K. 2003. *Transition from Below: Forging Trade Unionism and Workplace Change in South Africa*. Durban: University of Natal Press.

6 See for instance: Bronfenbrenner, K., Friedman, S., Hurd, R., Oswald, R. & Seeber, R. 1998. *Organizing to Win: New Research on Union Strategies*. Ithaca, New York: ILR Press; Fairbrother, P. & Yates, C.A.B. (eds.). 2003. *Trade Unions in Renewal: A Comparative Study*. London: Continuum; Lopez, H.S. 2004. *Reorganizing the Rust Belt: An Inside Study of the American Labor Movement*. Berkeley: University of California Press.

7 Bezuidenhout, et al., 2005, p. 12.



The NUM is historically an example of a social movement union, or the organising model, one that does not only represent its members on matters such as wages and working conditions, but has an active interest in social transformation at the level of society. The union was actively involved in the anti-apartheid struggle, and continues to have a political voice. Indeed, the NUM was quite vocal in the run-up to the ANC's congress in Polokwane, and remains engaged in the efforts to influence national economic and social policies.

To be sure, in our previous research on the NUM we found that members in branches with high levels of solidarity rated the union higher on matters of servicing, even though all the structures were not necessarily in place. This is opposed to branches with all the required procedures and structures, but that were divided. Obviously the ideal is having branches with high levels of solidarity *and* all the structures in place.

Context: Restructuring in mining, construction and energy

The South African mining sector has undergone significant structural changes. Since the end of apartheid, major mining firms moved their primary listings to the London and New York stock exchanges. There is continued pressure on marginal mines because of relatively low gold prices and currency fluctuations, with a new set of retrenchments emerging in Harmony in Welkom while we were conducting our research. There are also pressures on the industry to promote black ownership, in part due to the adoption of the Mining Charter, and such emerging firms have led to a number of disputes with the union over the rights of employees (Aurora as an example).

The mining industry has traditionally been an export-oriented industry, but the share of mining exports as a percentage of South Africa's total exports has shrunk from over 70% in 1983 to 35% in 1999. In 1983, gold accounted for over 50% of all mining exports, but this declined to 15% in 1998. Mining's contribution to the country's Gross Domestic Product (GDP) has declined from 15.6% in 1986 to 5.2% in the first quarter of 2010.⁸ This is partly due to growth in the manufacturing and service sectors, but also because of contraction in the gold mining industry.⁹ In recent years, the mining of platinum has increased, leading to an increase in employment in that sector of the mining industry. More workers now work in platinum mines than in gold mines.

The mining labour market has undergone a number of significant changes – the most important being a substantial decline in employment levels. The latest employment figure for the mining and quarrying sector is a total of 296 000 formal sector employees in the first quarter (January to March) of 2010, which is slightly down from a number of 333 000 in January to March the previous year.¹⁰ The overall drop in employment since 1980 amounts to 345 742 or 63%. As of the first quarter of 2010, there were only 2 000 in the informal sector.¹¹

The structural changes in the mining sector place considerable pressure on mines to reduce costs. The pressure heightened at a time when there were also pressures from the labour movement and the government to improve the industry's dismal health and safety record. In many instances, mines moved towards the utilisation of smaller teams of mineworkers linked to production bonuses to reward increases in productivity.¹² However, at the same time, labour subcontracting as a way of sourcing and organising labour also increased.

Subcontractors range from large registered companies to so-called 'fly-by-nights' - often retrenched white miners acting as labour brokers. Non-core functions that are traditionally subcontracted include shaft sinking, wire-meshing and underground construction. However, since the mid-1990s, mining houses subcontract actual 'core' mining operations increasingly. Employment by 'outside contractors' in mining has increased

8 Gross Domestic Product First quarter 2010, Statistical Release PO441, StatsSA

9 Minnett, R.C.A. 2002. 'An Overview of the Minerals Sector of the South African Economy' Mimeo, School of Mining Engineering, University of the Witwatersrand.

10 Statistics South Africa, Quarterly Labour Force Survey, Quarter 1, 2010, Statistical Release P0211.

11 *Ibid.*

12 Bezuidenhout, A. 1999. 'Between a Rock and a Hard Place: Productivity Agreements in Gold Mining.' *South African Labour Bulletin*, vol. 24, no. 4, pp. 69-74;



from 46 355 in January 2000, to 90 231 in November 2003, to 143 366 in 2009. As of 2009, gold mining accounted for 23 684 of these workers and platinum for 60 204 and coal for 32 086. Mining and quarrying employed a total of 296, 000 formal sector employees in the first quarter of 2010, so subcontracting accounted for roughly 39% of all employment in the sector.¹³

Figure 4. Permanent and subcontract workers in mining, 2005 and 2009

Sector	Establishment				Outside contractors			
	Male		Female		Male		Female	
	2005	2009	2005	2009	2005	2009	2005	2009
Gold	133 569	127 399	3 665	9 010	23 373	23 346	13	338
Platinum group metals	96 734	113 970	3 402	9 740	54 667	57 768	966	2 436
Iron ore	4 452	5 776	415	849	2 424	6 531	201	566
Copper	1 894	n.a.	110	n.a.	1 710	n.a.	32	n.a.
Manganese	1 645	2 123	221	238	1 414	2 554	56	73
Chrome	4 731	6 440	176	913	2 880	3 286	52	254
Diamonds	14 339	8 412	1 469	1 066	5 860	2 306	300	626
Coal	33 582	34 290	2 261	4 327	20 809	30 778	207	1 308
Brickmaking materials	333	228	33	24	129	97	1	3
Special clays	294	174	66	65	25	13	9	0
Dimension stone	1 802	1 998	177	171	758	416	2	28
Limestone	1 874	1 981	127	191	341	316	41	20
Other minerals	9 119	11 325	720	1 397	5 501	9 268	130	319
Salt	575	560	137	138	34	99	0	0
Aggregate and sand	3 839	5 054	302	652	630	924	24	59
TOTAL		319 769	128 681	28 787		137 700		5 666

Source: Department of Minerals

This increase takes place despite a range of agreements between the NUM and the Chamber of Mines. A part of the problem is that the Chamber consistently refuses NUM attempts to set up a body for contractors to register with. Another problem is that many mines do not fall under the Chamber agreements.

As in the case of the mining industry, non-standard employment has also increased in the construction sector – especially the employment of workers through labour brokers.¹⁴ Indeed, while the NUM has succeeded in expanding its membership base in this industry, aggressive employment of workers through intermediaries or on limited duration contracts, undermines these gains. Even before the integration of CAWU into the NUM, a number of the bargaining councils in the industry collapsed. This remains a key challenge, and the NUM is busy campaigning for the re-establishment of centralised bargaining – starting with civil engineering and expanding from there. This new membership base is an opportunity for growth for the union, specifically in regions where mining is a declining industry (such as the Natal region, and in the Eastern and Western Cape). However, the opportunity adds to difficulties of organising an already precarious industry.

Given these changes in the organising and servicing context, we now turn to an analysis of our research findings and an exploration of what these findings say about the NUM's changing membership base.

¹³ Data from the Department of Minerals and Energy, Period from 2009:01 to 2009:12; see also Bezuidenhout, A. 2008. 'Black Economic Empowerment and Externalisation in the South African Mining Industry.' In Kristina Bentley and Adam Habib. *Racial Redress and Citizenship in South Africa*. Pretoria: HSRC Press.

¹⁴ Bezuidenhout, A., Godfrey, S., Theron, J. & Modisha, M.G. 2004. 'Non-standard employment and its policy implications.' Report submitted to the Department of Labour. Johannesburg: Sociology of Work Unit. This section on changes in the mining industry draws on this report.

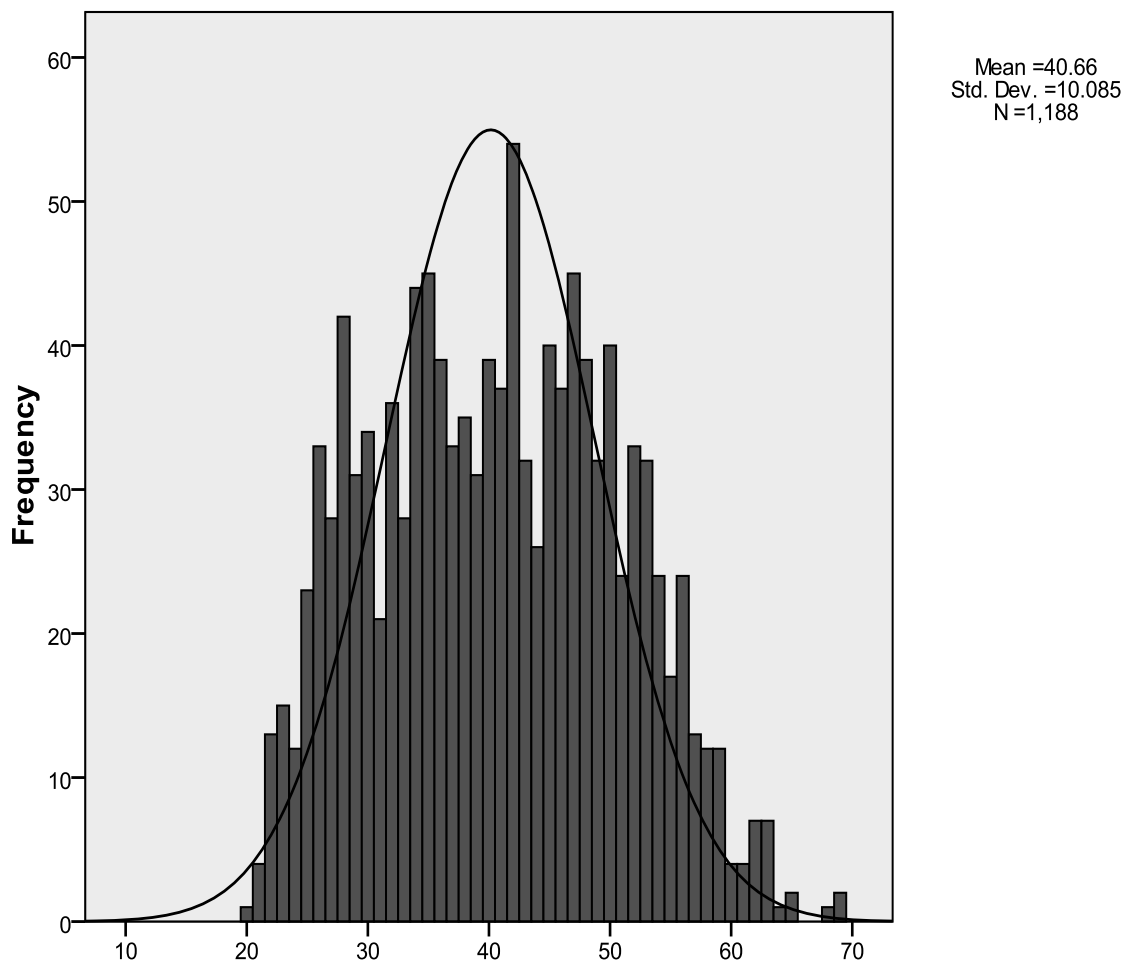


The Membership

Age

Our research reveals that the ageing labour market in the mining industry is leading to specific challenges. Like the issue of gender, generational differences are sometimes used to divide members. The average age of the sample was 41 years old, with the oldest member interviewed being 69 years old, and the youngest 20 years old. The majority of members are in their early forties. Less than half the sample is younger than 41 years, and a mere 17% are younger than 30 years. However, women tended to be somewhat younger than men, with an average age of 37 years, compared to an average age of 41 years for men. Nevertheless, this shows that the mining labour market is not just middle aged but is ageing, as the diagram in Figure 5 illustrates.

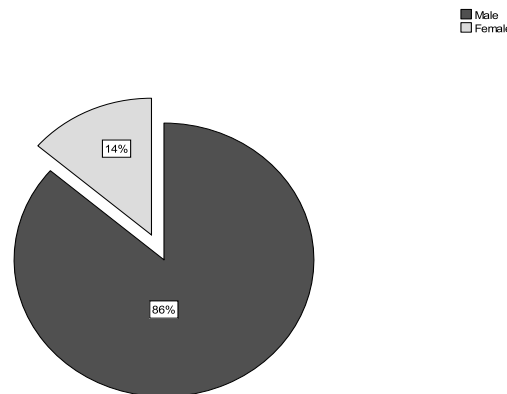
Figure 5. Histogram of age of NUM members



Gender

As can be expected in an industry such as the mining industry, the majority of members interviewed for the survey were men (86%), whilst women comprised 14% of the sample.

Figure 6. Gender composition of sample (Figures expressed as %)



The proportion of women in our sample has increased significantly from the previous survey, when women only comprised 5% of our sample. We analyse women’s experiences of services proved by the NUM in depth in a dedicated section.

We now turn to a number of additional changes that are taking place in the NUM’s membership base. This includes the impact of the waning of the migrant labour system, family structures, as well as changing income levels.

Home, family and income

Over a third of the sample (37%) of NUM members live in family homes where they work and this is closely followed by single sex hostels (36%). Over a fifth (21%) of the sample reported that they stay either in informal settlements or they rent a room somewhere else. Only 6% of the sample live in hostels with family units. As a group, more women tend to live in family homes (66%) where they work with 14% renting a room somewhere else and 10% living in single-sex hostels. Only 4% live in hostels with family units. As a group, 41% of men live in single sex hostels and 32% live in family homes where they work.

Figure 7. Where NUM members live where they work (figures expressed as %)

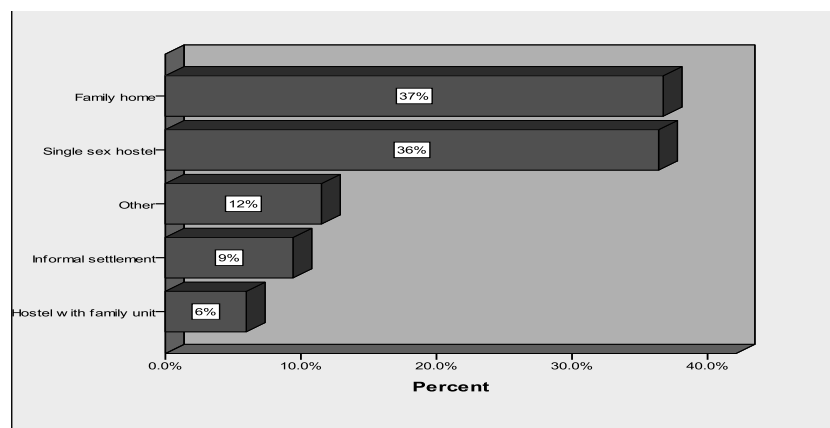
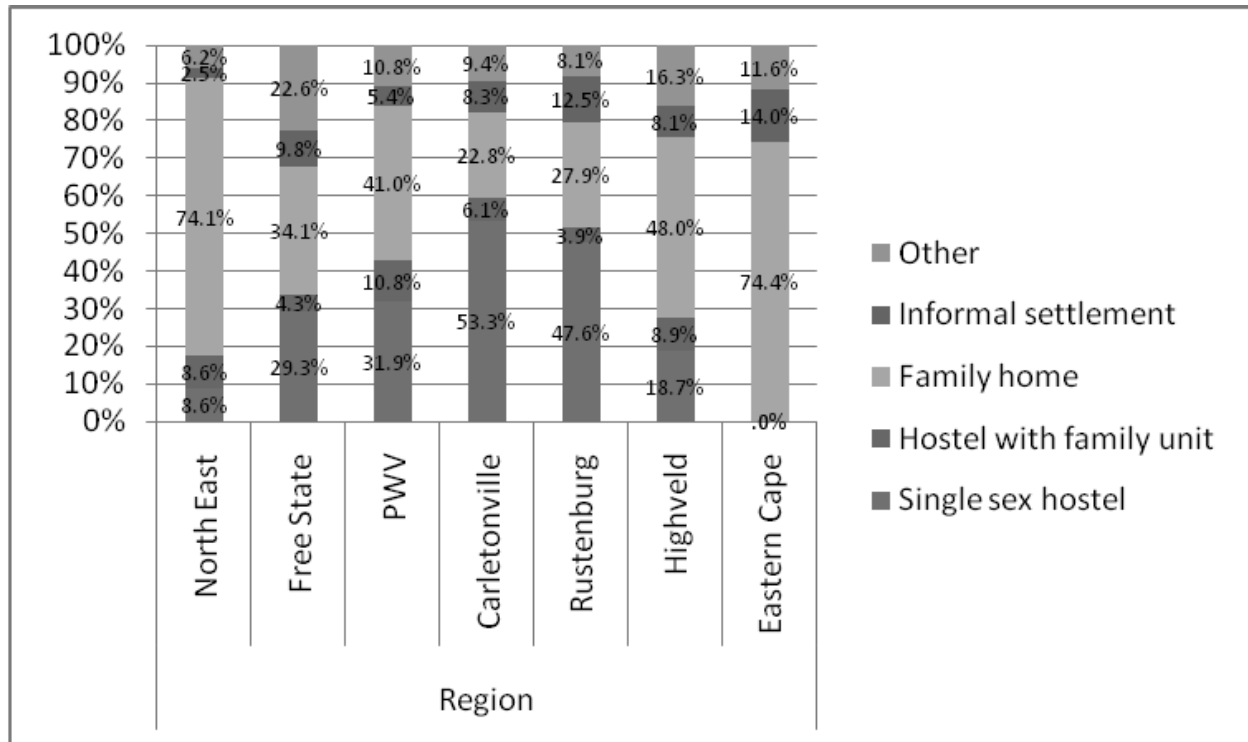




Figure 8. Where NUM members live where they work (figures expressed as %)



The figures above show that members in Carletonville (53%) and Rustenburg (48%) live in single-sex hostels. Members in the Eastern Cape (74%), North East (74%) and Highveld (48%) tend to live in family homes.

The figures below represent a summary of the data across the two survey periods, that is, 2005 and 2010. It is also evident from the figures that NUM members are transitioning from the hostels to family homes.

Figure 9. Where members live where they work

	2005	2010
Single-sex hostel	55%	36%
Family home	29%	37%
Informal settlement	4%	9%
Hostel with family unit	5%	6%
Other (mostly rented rooms)	7%	12%

Thus far, the data suggests that over half of NUM members (58%) do not live where they work. However, when asked whether they still had family home somewhere else, the vast majority answered in the affirmative.

Figure 10. Do you have a family home somewhere else? (Figures expressed as %)

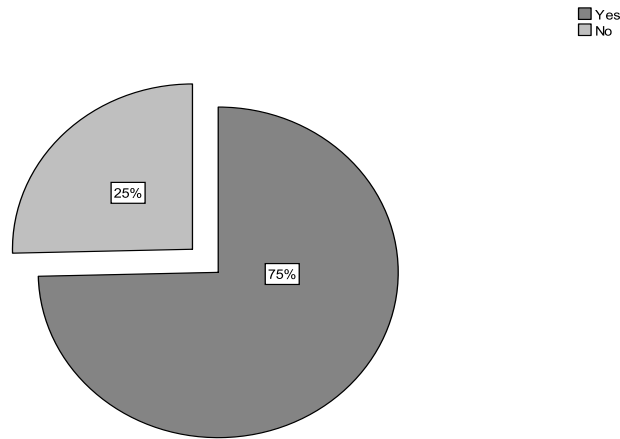
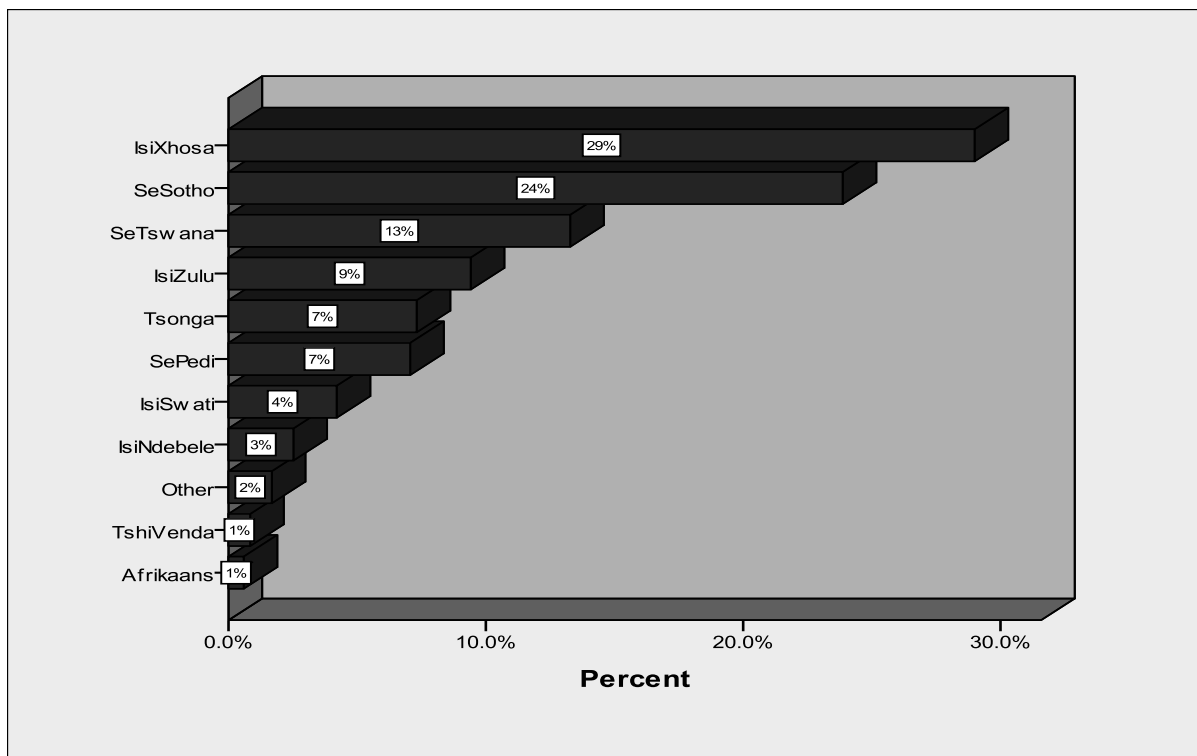


Figure 10 illustrates that 75% of the members interviewed still have a family home elsewhere. Women tended to be more “stabilised” in mining communities – with only 12% having family homes elsewhere, compared to the 88% of men who have family homes elsewhere.

The majority of those who had family homes elsewhere came from the Eastern Cape, followed by Free State, Limpopo and Lesotho, as shown in Figure 11.

Figure 11. Where is your family home? (Values represent actual numbers)

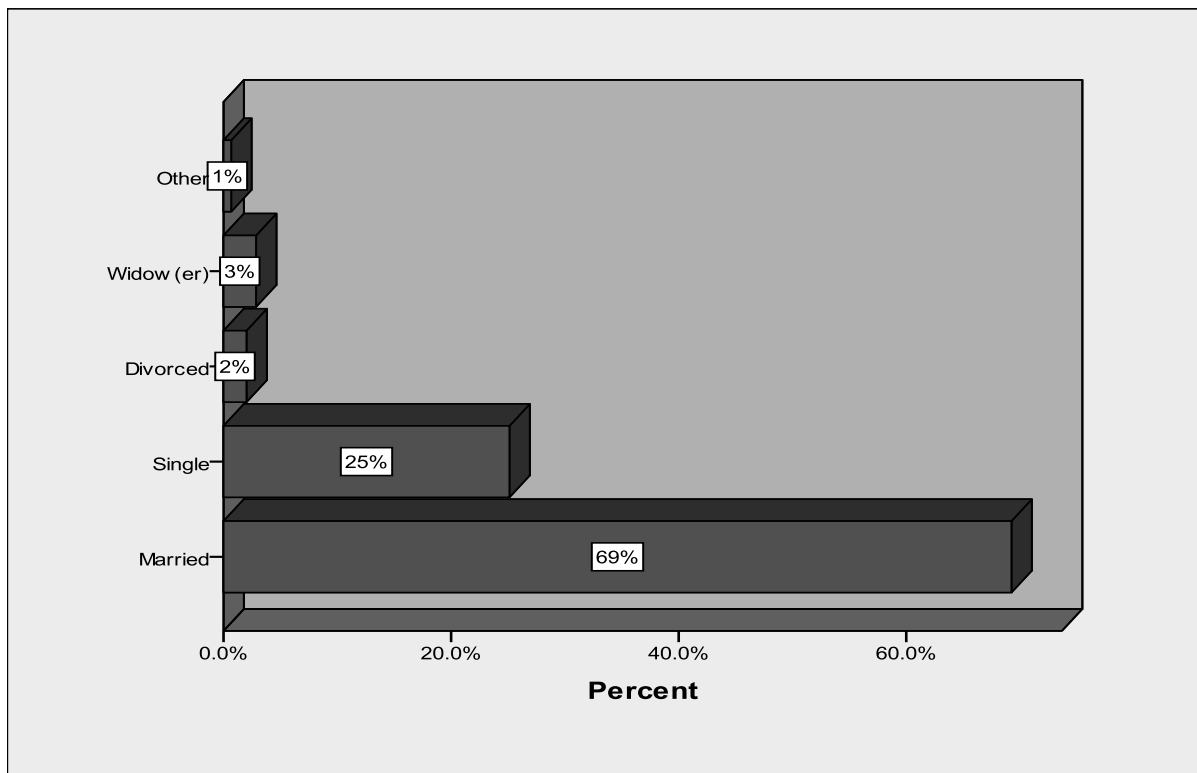




Of those in single-sex hostels, 92% have family homes elsewhere; of those with family homes at the workplace, 52% also have family homes elsewhere. This seems to suggest that the decline in the hostel system does not always mean that members sever their ties with their rural communities and homesteads. While they now have homes near the mines where they work, they actively maintain their links back home.

Figure 12 below illustrates that most members (69%) are married, while 25% are single, 3% are widowed and 2% are divorced. Women who work in the mining industry tend to be single. Indeed, only 36% of the interviewed women are married, compared to 75% of men. By contrast, 53% of women are single, whereas only 21% of the men are.

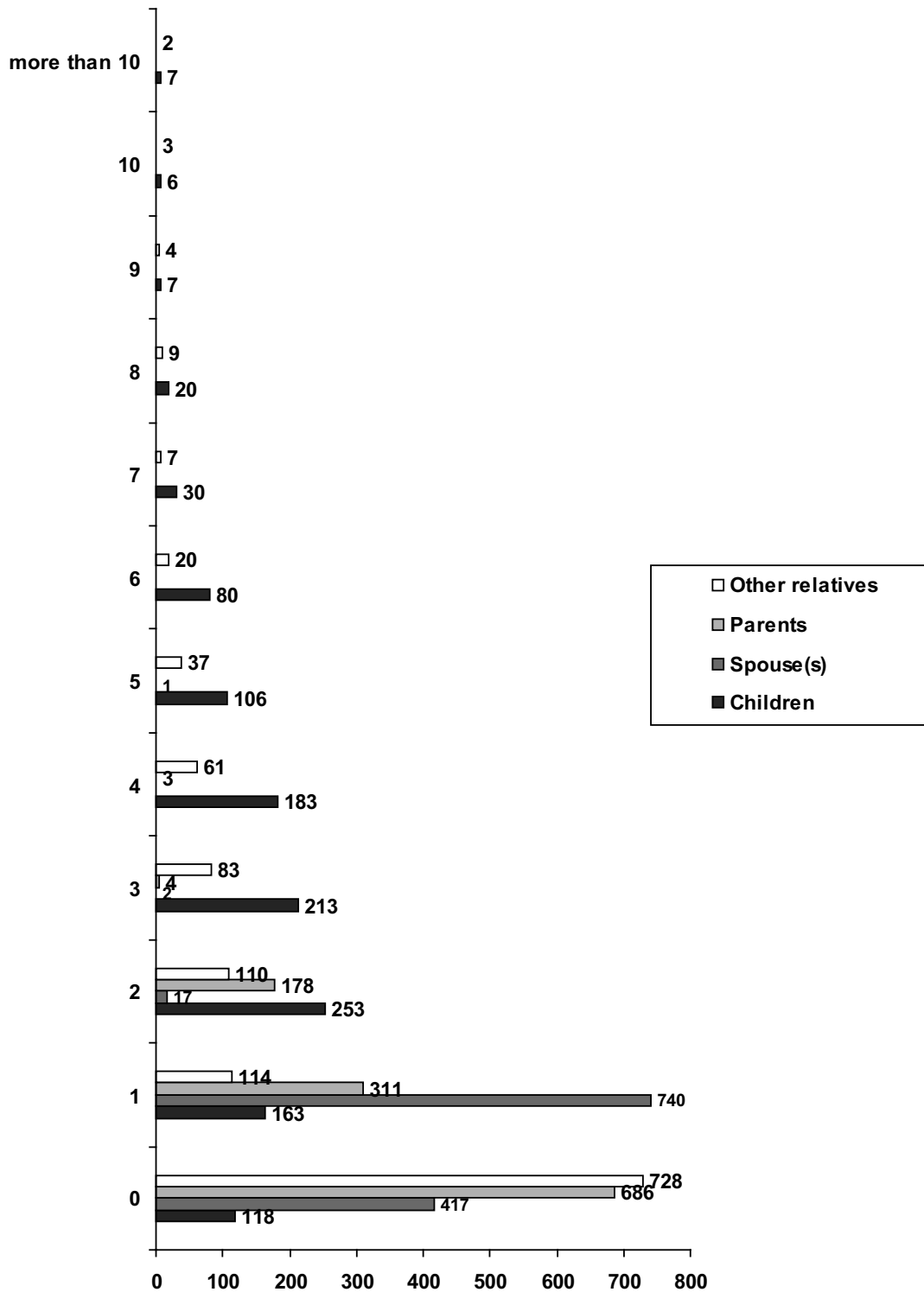
Figure 12. What is your marital status? (Figures expressed as %)



Members were asked how many people were dependent on their wages. The answer provides some insight into how members of the working class support society. The data tells us that very few members (22) have no dependents. However 118 members do not support any children and 417 do not support a husband or wife. Because of the aging mining labour market, more members (686) do not support parents. However, 311 support one parent and an additional 178 members support two parents. The vast majority, 740 members, supports a husband or a wife, and some (20) supported more than one spouse. It is also clear that many children depend on the wages of members, since 163 members support one child, 253 support two children, 213 support three children, 183 support four children, 106 support five children, 80 support six children, and 70 members support seven to eighteen children from their wages. The findings are presented in detail in Figure 13 on the next page.



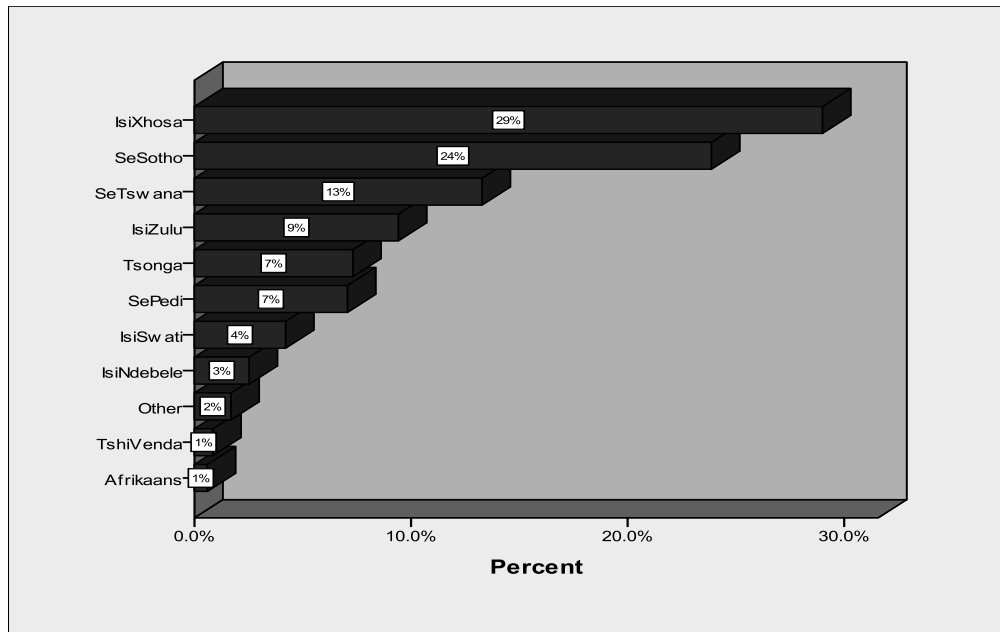
Figure 13. Number of people dependent on wages of members (in actual numbers)



The home language spoken most often by members was isiXhosa (20%), Sesotho (24%), followed by Setswana (13%) and isiZulu (9%), as can be seen in Figure 14 below.



Figure 14. Home language (Figures expressed as %)



Hence, only over a third of our sample live in single-sex hostels, with the trend being that more and more members are settling on a more permanent basis in the areas where they work. This impacts on the ability of the union to call meetings that involves all members. It means that the NUM has to win voluntary support of members to attend meetings and cannot rely on peer pressure. We return to this issue in Section 4. Also, we see that there are still a vast number of people who depend on members’ wages. Finally, we see a linguistically diverse membership. Obviously a survey that covers seven regions only will not give a representative picture of the union as a whole. Nevertheless, the two dominant linguistic groups remain Sesotho and IsiXhosa speakers.

In the following section we explore the issue of the income of members further and look at the impact of growing occupational mobility on the NUM’s membership base.

Remuneration and occupational mobility

Members who were interviewed did a vast array of jobs. The majority of the members interviewed worked underground (57%). Women tend to work on the surface though, with 50% of the female sample indicating this. However 56 women in the sample (which is 34% of the sample of women) work underground.

Members’ wages ranged from a minimum of R500 a month, with the highest paid member, who is the head of finance, at R35,000 a month. The average wage is R5 683.91 a month. Most members reported earning R4,000 a month and half of the sample earn less than R4,500 a month but the other half earn more than R4,500 a month. This shows the diversity of the membership base of the NUM. However women on average now earn more than men and this will be elaborated on further on in the report. This is due to the fact that these women are employed in the mining sector and directly by the mine (and not by a labour broker) and this finding may be due to the effects of the employment equity targets set by the mining charter. Another source of difference regarding wages was the three broad sectors organised by the union. Members in the construction sector earned much less money than those in mining and energy. As for the sectors, the following can be reported:



- Construction workers = R4,024.19 (average) per month
- Mining workers = R5,451.34 (average) per month
- Energy workers = R12,648.17 (average) per month

Associational life, rival unions and legal insurance

Our survey of members in the seven regions indicates that 51% of those members interviewed had joined the union before 2001 and 49% joined after 2001. Only 3.2% joined the union in 1982, when it was formed. However, some were members of unions even before then. Also, 7% had been members of other unions before they joined the NUM. A majority (47%) of the members interviewed indicated that they are active members of political organisations. Of these, most were active in the ANC. Fewer (37%) were active members of community organisations. Religious (church) and sport organisations were the dominant organisations mentioned by members.

The second theme is the immense presence of legal insurance companies at the mines. These include Scorpions (12% of NUM members are scheme members) and Legal Wise (8% of NUM members are scheme members). This phenomenon should be seen against the background of a perception amongst some members that the NUM is not able to win their cases. Other members join legal insurance for matters of personal financial troubles, such as reposessions of furniture.

In this section we have seen how the NUM's membership base is continuing its diversification in terms of gender, sector, income, occupation and where they live. We now turn to an analysis of how these members perceive and rate the services provided to them by the NUM.



Section 3: Expectations, Services Provided and Organisational Capacity

A changing membership leads to changing expectations, as new members require different kinds of services from a union. In this section of the report, we look at what those expectations are. We then move on to make an assessment of organisational capacity. We draw on the findings of the survey, but we also use the data gathered during focus group interviews to give a more qualitative understanding of some of the dynamics that play out in each region and the branches where we conducted focus groups.

Expectations of servicing

So as to get an idea of why members join the NUM, interviewees were asked about the most important thing the NUM had done for them as individuals, as well as the most important thing the union had done for mining, energy and construction workers in general. In both instances the members selected the other category and this comes out on top – at 35% in the case of individual members and 28% for workers generally. In the majority of cases where members selected the other, it is where they felt that the union had not done anything for them or for workers generally and so we coded this response to the question as ‘other’.

If one excludes the ‘other’ category, then the members indicated that the union had increased their wages and the wages of workers generally (25%). The union taking on worker’s grievances follows this in both the case of individual members (13%) and for workers generally (14%). What comes in after this for both individual members (12%) and for workers generally (12%) is the fact that the union defends them in disciplinary cases. Lastly what follows this for both individual cases and for workers generally is the fighting of discrimination at 9% and at 12% respectively. The latter figure indicates that members still view discrimination as a collective experience.

Figure 15. What is the most important thing the NUM has done for you? (Figures expressed as %)

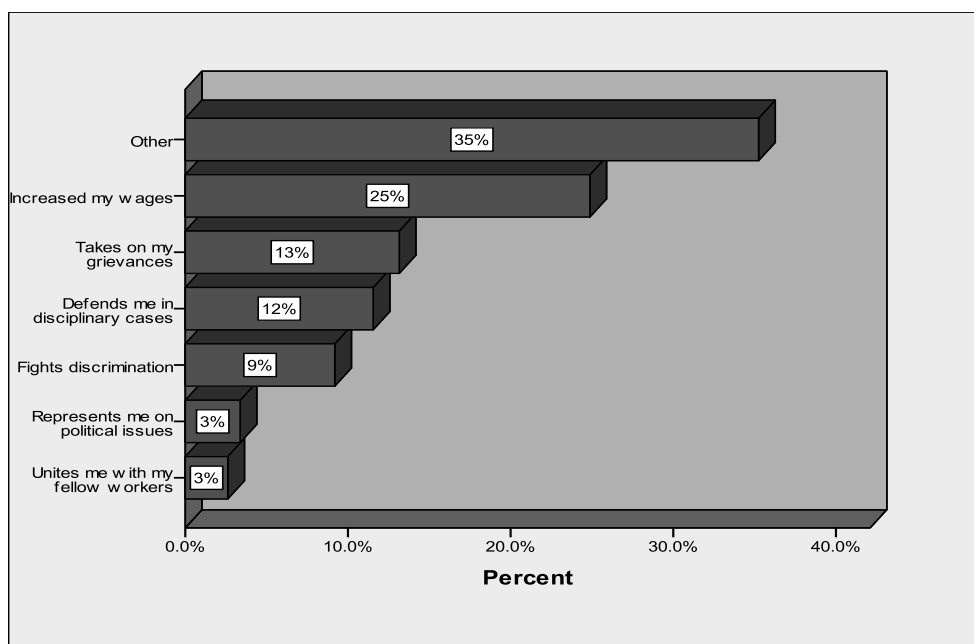




Figure 16. 2005 and 2010 compared: What is the most important thing the NUM has done for you?

Issue	2005	2010
Increased wages	31%	25%
Fights discrimination	14%	9%
Worker unity	8%	3%
Political representation	2%	3%
Takes on grievances	11%	13%
Defends in disciplinary cases	16%	12%
Other (mostly "nothing")	15%	35%

The data suggest that there has been a marked increase from 2005 to 2010 to the NUM having done "nothing" for NUM members (from 15% in 2005 to 35% in 2010).

Figure 17. What is the most important thing the NUM has done for mine, energy and construction workers generally? (Figures expressed as %)

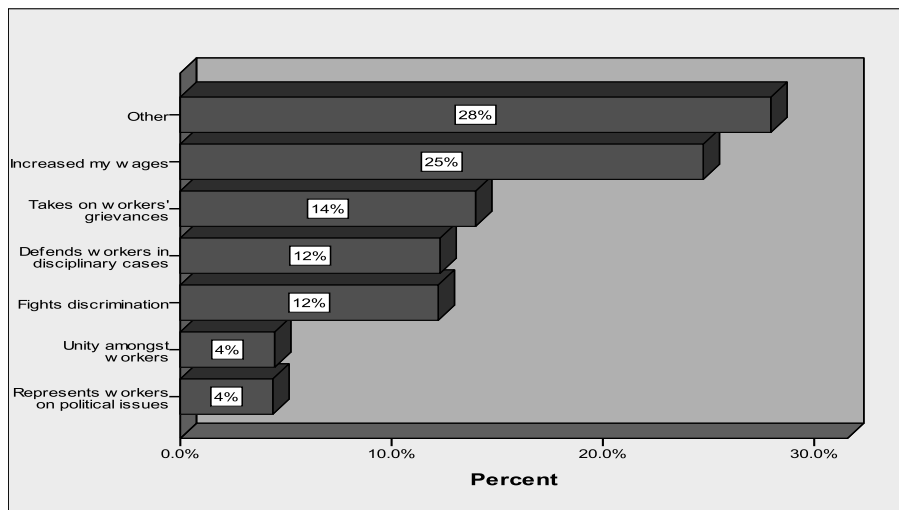


Figure 18. 2005 and 2010 compared: What is the most important thing the NUM has done for mine, energy and construction workers generally?

Issue	2005	2010
Increased wages	27%	25%
Fights discrimination	20%	12%
Worker unity	10%	4%
Political representation	3%	4%
Takes on grievances	13%	14%
Defends in disciplinary cases	15%	12%
Other (mostly "nothing")	13%	28%

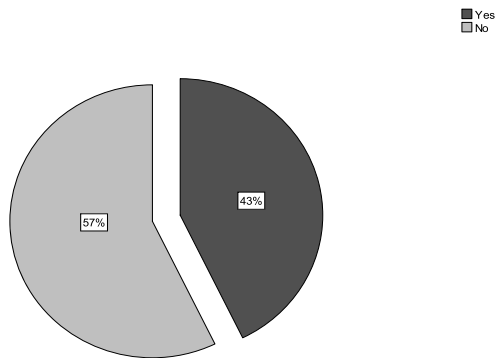


Similarly data in the above figures suggest that there has been a marked increase from 2005 to 2010 to the NUM having done “nothing” for all NUM mine, energy and construction workers (from 13% in 2005 to 28% in 2010).

We broke down the reasons for joining the NUM by region. An interesting finding is that the in all regions most members joined the union for representation – this was consensus amongst most members by far. This was followed by members in all regions indicating that they had joined the union for job protection, followed by the fact that the union takes on worker’s workplace grievances and lastly followed by the fact that the union fights against oppression and discrimination.

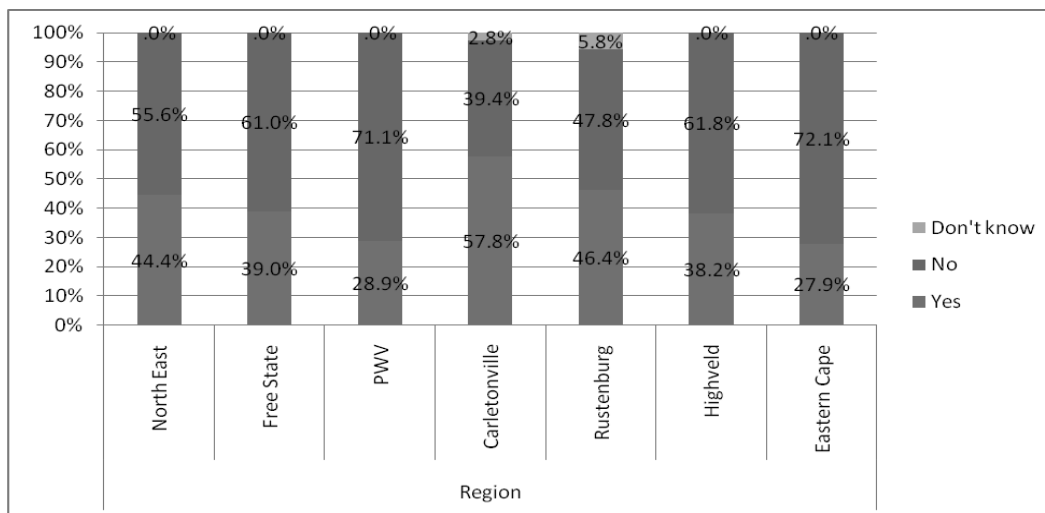
Members were also asked whether there had been issues on which the NUM had disappointed them. The majority, over half (57%), indicated that the union had not disappointed them.

Figure 19. Have there been any issues on which the NUM has disappointed you?(Figures expressed as %)



We probed a bit further and broke this response down by sector. The analysis reveals that members in the energy sector tend to be more disappointed with the union than mining and construction members. Indeed, 68% of construction members indicated that they had been disappointed by the union as opposed to 43% of mineworkers and 31% of members in construction within the sector group.

Figure 20. Have there been any issues on which the NUM has disappointed you? (by region)?(Figures expressed as %)





We also broke the responses down by region. Carletonville scored the highest on the union disappointing NUM members as individuals (57.8%), with Rustenburg and the North East with levels of disappointment higher than 40%. Since there was one particular sizeable branch in Carletonville with specific problems around corruption and rival unions, we took this branch out of the equation to see whether it had impacted negatively on the region's overall score. Nevertheless, we found that levels of dissatisfaction still remained high, even without the influence of this branch on the statistics.

When we go down to the level of the branch, some branches feature more prominently. In the following branches, 43% or more of members indicated that the NUM had disappointed them as individuals:

- Joel Mine
- Tshepong
- Eskom (Pretoria)
- Ernest Oppenheimer Hospital
- Modikwa Platinum Mine
- Samancor
- Consolidates Mutchinson
- Foskor
- Burnstone Gold Mine
- Willow Quarries
- Mega Cube
- Khutlala Colliery
- Eskom Arnot
- Eskom (Kriel)
- Eskom (Matimba)
- Vemetco
- Impala Platinum Mine
- Eskom (Eastern Cape)
- Independent Crushers
- Amadwala
- Mponeng Gold
- Murray and Roberts Cementation
- Tautona AngloGold Ashanti
- Western Deep Levels
- Driefontein (Goldfields)
- Lafarge
- Wescoal Mining
- Eskom Polokwane
- Rotek Engineering
- Eskom Soweto
- Anglo Vaal New Coal Colliery
- Greenside Anglo Coal
- Amadelbult
- Royal Bafokeng Rasimone Mine (Anglo Platinum)
- JIC Impala
- Lonmin
- Impala Platinum Rustenburg.

Members gave a whole range of reasons as to why the union had disappointed them on as individuals. These ranged from divisions in the union to very specific reasons on why the NUM had failed them in matters of individual representation.



The following extracts from interviews give an indication on the nature of the perceived or real divisions in some of the union's branches. These mostly relate to matters of the replacement of retired miners, corruption, and allegations of tribalism:

A 53 year old male development team leader from a Free State mine elaborated on his disappointment: "A year ago, the leadership was not good, such that they filed a complaint amongst themselves and wrote a memorandum to the head office, which also did not help. They took matters into their own hands and closed the branch office. Their problem was that deceased workers' dependents were not given the opportunity to replace their parents at work."

A 41 year old female lamp lady working at one of the branches in the Free State said the following: "There is discrimination in the union [based on] when you come from and [the] language you speak. If you speak Sesotho and you come from Lesotho, they say that there is no need to be elected in top positions in the union. After that it is based on your ethnicity. If you Xhosa or Sotho. They only want to elect Xhosa people in the union."

A male human resources officer from the same mine concurred: "Tribalism is an issue that has not been fully addressed – it resurfaces time and again; there are cliques in the organization which position individuals in positions of power to the detriment of the organization as they cannot lead the people."

At another mine in the Free State, a 51 year old male machine operator linked this to matters of citizenship: "The discrimination amongst leadership and officials themselves, and also on workers whether they have passports or IDs."

A statement by a 28 year old male survey assistant from Lesotho shows how the selling of jobs is often linked to the replacement system. He explained: "I had to take over my father's position as a mine worker. Then the NUM wanted to give that position to somebody else rather than me. I had to go into a physical fight with the person to win back that position. The NUM failed to protect my right."

At a uranium mine in the PWV, the allocation of job opportunities was also an issue. Here a 25 year old male machine operator said the following: "During recruitment our leaders hire their relatives first and recruitment is sometimes run across tribal lines, so members learn very late of such opportunities." A shift controller at the same mine said the following: "When there are job opportunities in the mines, the leaders don't normally share such news with us. We just hear that there have been such opportunities."

A 39 year old, male machine operator from a Free State mine said the following: "Currently I am under suspension, since 15 December 2009, after I was accused of accepting a bribe to organize someone a job at the mine. Since I reported the case to the NUM, nothing has been done. Rather the NUM branch office bearers no longer greet me."

At a branch in the Carletonville region, a 35 year old male loco driver said: "Union leaders in this mine are part of management. It becomes difficult to report our cases and to have them solved."

The following were examples of *individual* disappointments:

A 40 year old male member from Lesotho, working in engineering at a mine in the Free State, said the following: "When my child died they didn't allow me to claim the burial transport from here to the Free State. I had to go to Gauteng by my own money using public transport."

A 34 year old male survey assistant from a mine in the Free State said: "I was supposed to be paid a grand



by the company for passing each of every training level according to the agreement, but I have not been paid up to now.”

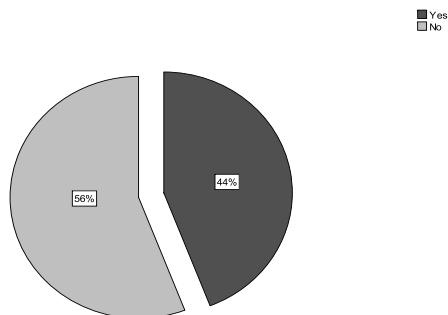
A 56 year old male clerical worker from the Free State had gripes about overtime and opportunities to get promotion: “The NUM is not fighting for me to get paid for overtime, for an example during Sundays I go to work, but I am not paid overtime. The NUM failed to get me promoted, but I have the required experience.”

A 30 year old male engineer from one of the ESKOM branches raised the issue of housing (over which the NUM subsequently picketed at the ESKOM head office): “The union is not dealing with the housing issue seriously. There is no feedback on this issue.”

A 37 year old female engineer helper at one of the Rustenburg mines said the following: “Education for workers is a problem. Bursaries for educating workers are available, but workers are not given the chance to further education. School children need to get the bursaries, but regional officials are the ones who get the bursaries.”

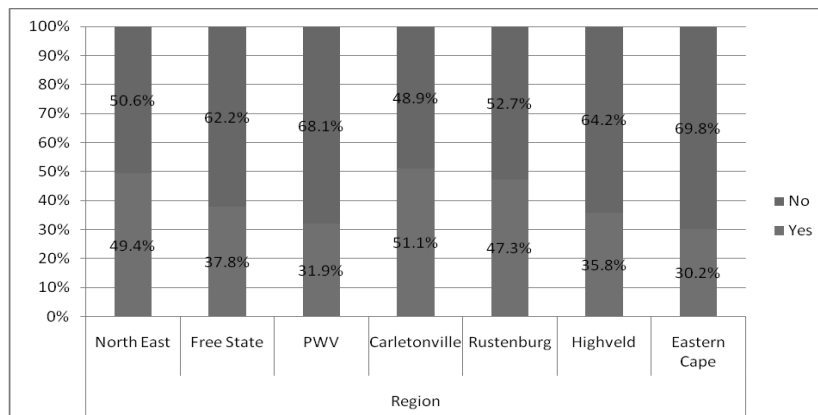
When asked whether the union had disappointed workers in general, the numbers remained constant, with over half of members (56%) interviewed feeling that the union had not disappointed members.

Figure 21. Have there been any issues on which the NUM has disappointed mine, energy and construction workers in general? (Figures expressed as %)



We also broke these responses down by region. Carletonville again featured as the region, where members said the union disappointed workers in general (51.1%), followed by the North East and Rustenburg.

Figure 22. Have there been any issues on which the NUM has disappointed mine, energy and construction workers in general (by region)? (Figures expressed as %)





Having looked at matters of why members join the NUM and what they expect of the union, we now turn to an analysis of organisational capacity, based on a number of indicators.

Organisational capacity and servicing

It is stated in NUM’s *Ten Dimensions for Quality Service* that, “There is no doubt that the 2001 Central Committee was one of the best in refining and reshaping the organisation’s culture of listening, assisting and acting on the mandate as given by the rank and file (members). It is within this context that NUM has in the past grown beyond many people’s expectation where members came first before any individuals self interest from all level of leadership including staff members, hence the Ten Dimensions of Quality Service to Members. However, there is a need for us as staff members and leadership at all levels to understand what these dimensions mean and what impact they will have on the way we organise, plan and execute our duties. This impact will be felt everywhere from the NEC throughout the staff members and down to the ordinary shop steward. We have to analyse the dimensions and interpret what they actually mean.”¹⁵

The ten dimensions were tested in the survey. The ten dimensions for quality service are:

- Reliability
- Responsive
- Competence
- Access
- Courtesy
- Communication
- Credibility
- Security
- Understanding
- Tangibles
- Honesty (added)

As the figure below shows, only 8% of members knew about the Ten Dimensions.

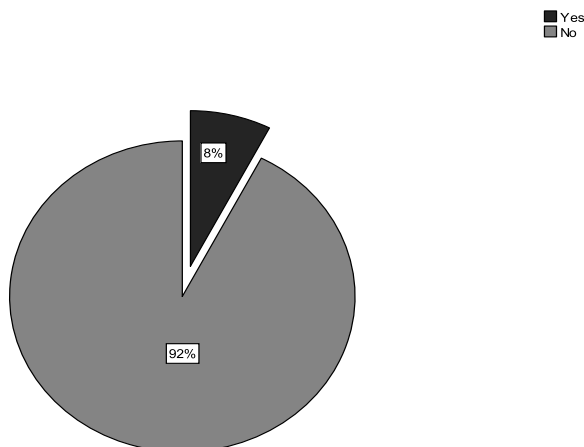
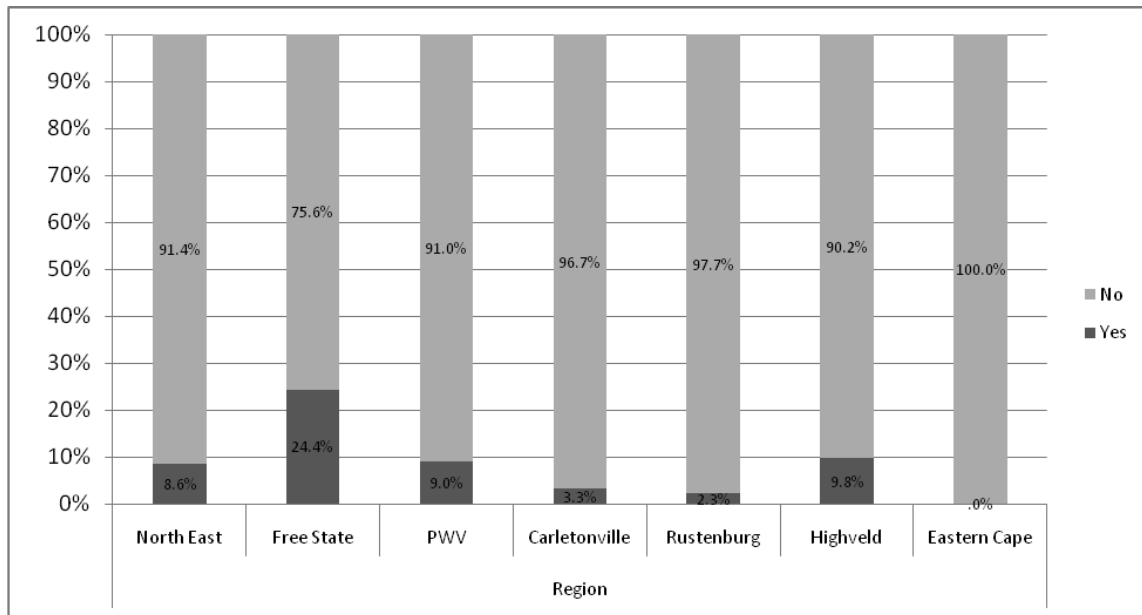


Figure 23. Do you know about the ten dimensions for quality services to members? (Figures expressed as %)

Furthermore, 4.5% of members who reported that they know about the Ten Dimensions cannot name any of them. Only 1% of the sample who know about the Ten Dimensions could name “reliability.”

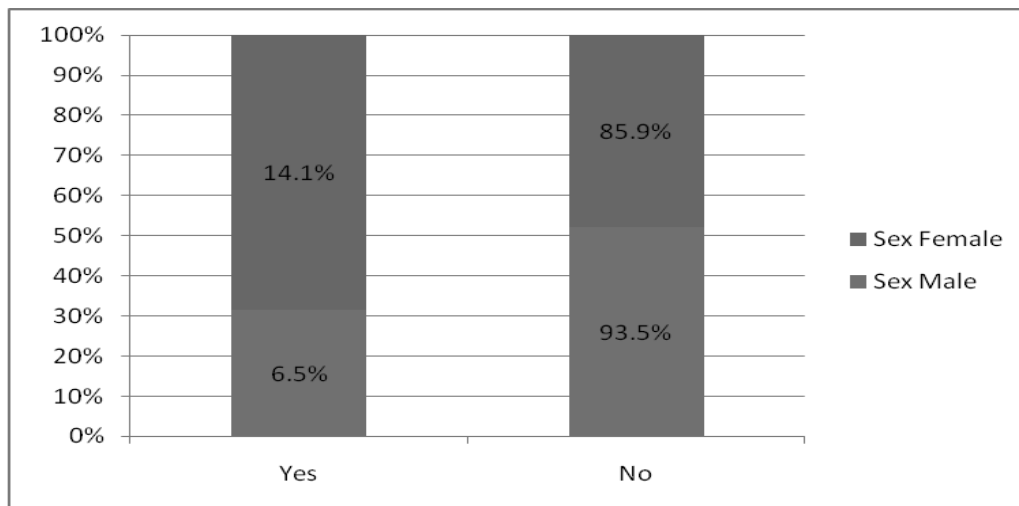
¹⁵ Majadibodu, E. 2001. ‘Implementing the Ten Dimensions for Quality Service to Members.’ Report to the NUM Central Committee.

Figure 24. Do you know about the ten dimensions for quality services to members (by region)?



When one breaks this down by region, it emerges that only a significant proportion of Free State members (24%) know about the Ten Dimensions and not one member in the Eastern Cape knows about the Ten Dimensions.

Figure 25. Do you know about the ten dimensions for quality services to members (by gender)



It also turns out that more women (14.1%) than men (6.5%) know about the ten dimensions.

Next we look at each dimension in detail and assess the score at both the branch and at the region.



Figure 26. Dimension 1: Reliability: When there is a serious problem, can you rely on your NUM branch/region to solve the problem?

Region	Branch	Region
Free State	86%	56%
North East	82%	69%
Carletonville	59%	51%
Rustenburg	60%	32%
PWV	86%	68%
Eastern Cape	61%	49%
Highveld	81%	59%
Total	71%	49%

In cases where members had little faith in the reliability of their branch leadership, this seemed related to divisions in branches – often related to allegations of favouritism – as well as shaft and shop stewards who are seen to be in the pockets of managers. We use one particularly weak branch in the North East to present a picture that emerged from our focus group interviews. **Here members said that the “executive is poor, which makes the branch poor”. There was division amongst the office bearers, as one member remarked: “This one has his camp here, there other there... This is a union by name, we don’t have leadership, we don’t have a union here.” Members also said that leaders’ priorities changed as soon as they were elected. “We want a change in leadership. Our office bearers are nothing but messengers of management,” said one member. “They should stop serving only their friends, we all pay,” said another. “If management does not come, the union will die because we are tired of paying for nothing. What’s the point of a union if management tells them what to do?” complained another. “We need a new committee that is the only solution,” remarked the members in the focus group. They said the mandate of workers was not considered and the demands of workers not met. “The union is seen as stepping stone,” said a member. Another explained why their leadership was weak and not reliable: “Management is weakening the strength of union by employing strong leaders from union, so the union is biased towards management.”**

Figure 27. Dimension 2: Responsive: Does the branch/region provide services on time?

Region	Branch	Region
Free State	70%	40%
North East	69%	58%
Carletonville	46%	40%
Rustenburg	45%	27%
PWV	77%	62%
Eastern Cape	56%	37%
Highveld	72%	59%
Total	58%	41%

The qualitative data here also points to issues of favouritism. “Favouritism is an issue when it comes to delivery, they serve their friends faster,” said a member from ESKOM in the PWV. Another said: “I’m not happy with union, if I was to rate the strength from 1 to 10, I would give it a 0. Their service not on time.” In Rustenburg, at one of the platinum mines, a 53 year old male artisan member felt: “The NUM needs competition because they are no longer serious about service delivery in this company.”



Figure 28. Dimension 3: Competence: Are the branch/regional office bearers adequately trained to service NUM members?

Region	Branch	Region
Free State	67%	49%
North East	68%	65%
Carletonville	59%	52%
Rustenburg	55%	33%
PWV	80%	69%
Eastern Cape	63%	40%
Highveld	72%	58%
Total	64%	48%

A range of members in most regions called for their shaft and shop stewards to be trained. A 28 year old male survey assistant in one of the Free State mines said the following: “Members are appointed on the basis of how well they can talk and not on their qualifications.” In North East, a 34 year old male control operator said: “The NUM must train its shopstewards, including health and safety officers. Shopstewards should know labour law and employment equity policies. The union must provide this training, because the company will not.”

Figure 29. Dimension 4: Access: Are members able to get hold of the branch/regional office bearers at the NUM office when members want to contact them?

Region	Branch	Region
Free State	82%	43%
North East	84%	63%
Carletonville	72%	51%
Rustenburg	74%	34%
PWV	84%	61%
Eastern Cape	70%	37%
Highveld	84%	54%
Total	78%	46%

“Help us to know who our leaders are so that we can get hold of them and know their names,” said a male, underground team leader from the Free State. At one of the platinum mines in Rustenburg, a 35 year old, male member said: “They should change the leaders at the region because we never get help from them.” We can only assume that he was not aware of recent elections and leadership changes that had happened in the region. At the same branch, another member (a driver) said the following: “There is too much protocol and the issue of following procedures/channel is a problem as both the branch and the region are ineffective.”

There were some specific comments in this regard come from our focus groups. For example, in the North East, at Anglo Platinum (RPM), members felt that the availability of shop stewards was a problem. “They are hardly ever in their offices,” said one. They also criticised that fact that service delivery was not on time. Some felt that certain members from other departments were prioritized. They pointed to division amongst the branch office bearers, which compromised service delivery. Some participants in the focus groups said that some departments did not have shop stewards. “The branch and regional structures are not performing in North East, we do not get help from the union,” said a member.



At ESKOM in Pretoria the availability of shop stewards was an issue. “They are not available before a case to plan and give advice. The full time shop stewards do not attend meetings; they always send part time shop stewards,” said a participant in the focus group.

At Lafarge in Port Elizabeth, where the union was threatening industrial action against the company at the time of our visit, some members were not satisfied: “We do not know the regional office bearers, their contact [details] and location. The regional organizer last visited in 2005, and this week when he was to inform us about this survey.”

Figure 30. Dimension 5: Courtesy: Are NUM members treated with respect by the branch/regional office bearers?

Region	Branch	Region
Free State	83%	49%
North East	84%	73%
Carletonville	80%	58%
Rustenburg	77%	37%
PWV	89%	71%
Eastern Cape	79%	42%
Highveld	85%	62%
Total	81%	52%

Again, members had specific comments about specific leaders and branches. At one of the mines in the Highveld, a member complained: “NUM shopstewards in this company do not respect members — they totally do not have respect. We as members, we want new leadership in this branch. The current leadership, particularly branch chairperson, is very ill-disciplined and highly disrespectful. We want to see him out of the union.”

At another Highveld mine, a member had specific criticism of a regional organiser: “The regional organizer does not treat us well. The organizer does not respect us as members. Sometimes he meets management without consulting the branch leadership or members.” At ESKOM in Pretoria, members were also critical of the regional office: “The regional office should respond to our cases, they do not respect us, they judge before they hear a worker’s side of the story.”

Figure 31. Dimension 6: Communication: Does the NUM branch/region respond in a respectful manner when members raise concerns, and do office bearers share information, when members request that?

Region	Branch	Region
Free State	85%	51%
North East	84%	74%
Carletonville	76%	57%
Rustenburg	71%	36%
PWV	86%	68%
Eastern Cape	77%	49%
Highveld	84%	61%
Total	78%	51%

From both the survey and the focus group interviews, members raised a number of issues in this regard. A first theme that emerged is that members felt that the NUM often assumed that members knew certain things,



which they did not. At Anglo Platinum in North East, a 25 year old member said: “The union should provide the basic information which they assume people know.” At the same branch, members who were part of the focus group discussions said that there was a lack of communication with members. They also said that mass meetings hardly took place and that details about meetings were not fully communicated (i.e. date, venue & time).

At ESKOM in Pretoria members explained the problem: “Our biggest problem at Eskom is that we too scattered which makes communication difficult. Communication is an issue amongst the shop stewards.” At ESKOM in Kriel a member suggested that the union uses e-mail to communicate with members: “There is a need to improve communication. The union must get our email addresses so that they keep us up to date on issues.” And in ESKOM Polokwane, a member said: “NUM should communicate with its members... they should also provide training for members.” At the same branch, another member (a human resource practitioner) said: “There is lack of communication in this union.” Another, a revenue officer, suggested a solution to the problem: “The union must provide news letters to all members on a monthly basis.”

Figure 32. Dimension 7: Credibility: Do the NUM’s branch/regional office bearers always give members honest answers to their questions?

Region	Branch	Region
Free State	76%	47%
North East	64%	59%
Carletonville	53%	50%
Rustenburg	53%	29%
PVVV	81%	65%
Eastern Cape	74%	40%
Highveld	79%	57%
Total	65%	45%

The NUM’s political role featured here. At Foskor in North East, a 48 year old member bemoaned: “The union promised us that if the ANC wins the elections, workers would get a 20% salary increase, but this never happened.” At Modikwa Platinum Mine, a 27 year old member in construction said: “They should improve in giving members straight and honest answers after negotiation with management. I get a sense that shopstewards are hiding some information.”

There also seemed to be a credibility issue at Impala Platinum in Rustenburg. A member said: “NUM leadership such as branch office bearers never keep their promises.” Another said: “Leaders of the union here are not trustworthy, they always give us wrong feedback.” And yet another at the same branch: “NUM leadership must always keep their word and stop taking chances with members.”

In some cases, members felt their shaft steward ended up in the pockets of management, as illustrated by the opinion of this member, a 36 year old machine operator from Cooke 3 Uranium: “Shop stewards should be changed after five years, because after five years the Boers get on good terms with the shop steward and that compromises workers’ rights.”



Figure 33. Dimension 8: Security: Is your branch/region good at fighting dismissals?

Region	Branch	Region
Free State	82%	50%
North East	75%	73%
Carletonville	61%	49%
Rustenburg	62%	32%
PVVV	84%	66%
Eastern Cape	63%	28%
Highveld	80%	60%
Total	70%	47%

Members generally felt that the union put up a good effort in this regard, but that managements were to blame, as this 32 year old female underground assistant from Tshepong said: “The NUM continues to fight with dismissals. The mine management is unfair in retrenchments.”

Figure 34. Dimension 9: Understanding: Are the NUM’s regional/branch office bearers in touch with the needs of members? Do they understand these needs?

Region	Branch	Region
Free State	79%	53%
North East	84%	67%
Carletonville	73%	58%
Rustenburg	67%	33%
PVVV	87%	66%
Eastern Cape	81%	51%
Highveld	83%	60%
Total	76%	50%

At Foskor in the North East a member expressed appreciation for the survey: “NUM should always send people to do surveys on their services, in that way they will be able to know where to improve.” At Impala Platinum a member specifically complained about a lack of reportbacks regarding grievances: “When there are worker grievances, shop stewards should try to solve them and get back to us...but here we are neglected.” Another member at this mine, a union veteran, said: “Many of our comrades were unfairly dismissed, the union failed to resolve the issue.” At Tshepong in the Free State, a machine operator said: “NUM must love workers. NUM should consistently deploy its office bearers to places where workers work so that it could understand the working conditions of workers.”

Finally, regarding the Ten Dimensions, in order to measure tangibles we compiled two indexes measuring all the services provided by branches and regions from our surveys. The branch index here ranges from 0 to 21, with 21 implying a perfect score. The regional index ranges from 0 to 13, with 13 meaning a perfect score.



Figure 35. Tangibles: Composite index of all branch/regional services

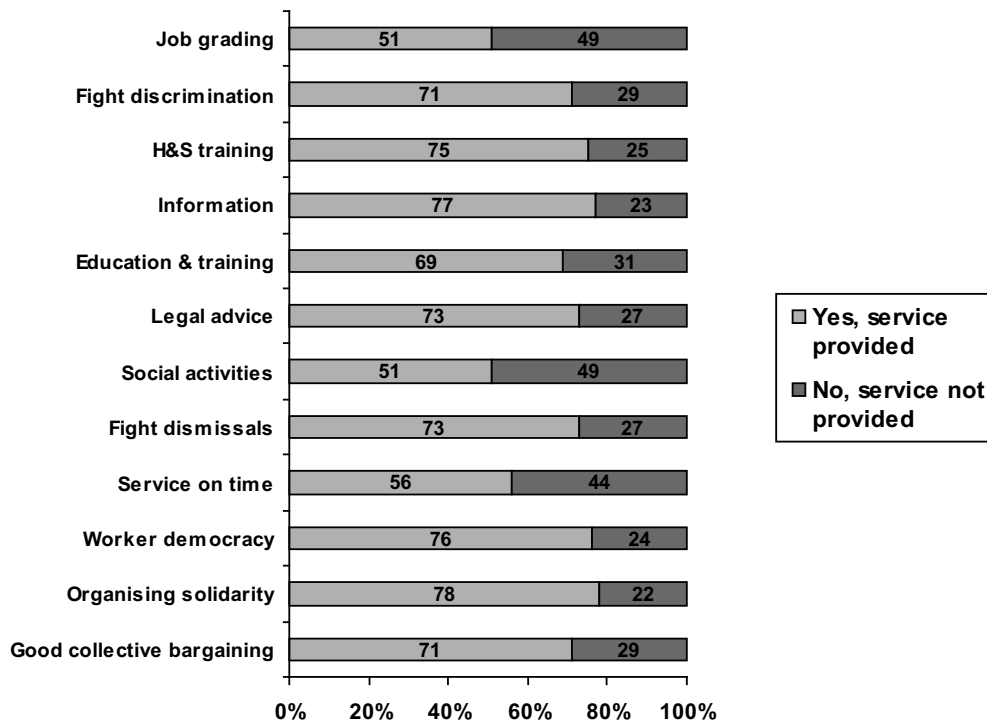
Region	Branch (0-21)	Region (0-13)
Free State	16.5	6.3
North East	15.5	8.7
Carletonville	13.0	6.6
Rustenburg	13.3	4.3
PWV	17.0	8.4
Eastern Cape	13.2	5.3
Highveld	15.8	7.4
Total	14.6	6.2

We now turn to a focus on more specific services to members by the NUM.

Actual services provided

The interview schedule required members to rate a number of services provided by the union. Generally members seemed satisfied. There were a number of issues, which consistently drew more negative responses than other, namely job grading, social activities and the provision of services on time, as indicated by the figure below.

Figure 36. Rating of services provided by NUM (Figures expressed as %)



What follows is what NUM members had to say about health and safety training (branch) on their interview schedules. We have organised the data by region and by branch.



PWV:

Blitz Concrete: "Health and safety training does not take place there is no training at all" (male, 38 years, general worker)

"Some of the training is not recognised as formal education." (male, 23, storeman)

South Deep Mine: "It's inadequate –we are being denied good training service" (27 years, male, assistant artisan)

Cooke 3: "NUM organizes limited training and education for us – for example we are currently doing ABET which ends at level 4 – what happens after that?" (male, 41, winch operator)

Eastern Cape:

Eskom (East London): "NUM should organize health and safety training as well as education. We should also have social activities to get to know each other." (male 33 service agent)

Free State:

Harmony: "For shaft stewards only – we are only trained first aid." (female, 29, loco driver)

"There are some scholarships for us but then we were told it's only for South Africans." (male, 28, survey assistant, Lesotho)

"People go for internal training but they are not being paid according to their knowledge gained." (male, 28, survey assistant, Lesotho)

"I wish that the NUM can help me to seeing that I am appointed to the jobs I qualify for after training." (female, 22 construction worker, Lesotho)

"They provide ABET but it's not enough for us. They must do more." (female, 29, loco driver)

"They provide training to the NUM officials only." (male, 26, survey leading hand)

"We go for training and get certificates but do not get money for the new qualifications." (male, 43, driller)

President Steyn: "NUM should change its manner of working. Before they were effective, but now nothing is happening. People need to go for further training." (male, 41, mining assistant)

"ABET school is available for members at a training center in Beatrix." (male, 50, crane driver)

" I do not go to training workshops. I do not seem to know much about them." (25 male, Lesotho, attendant surveyor)

Tshepong: "Branch takes people to school (ABET)." (Female 32, Eastern Cape, underground assistant)

Carletonville:

Driefontein: "We should have a training centre because we want personal development." (female, 26, cleaner).



Highveld:

Kriel Eskom: "The union does not give feedback on education and training issues sponsored by the skills levy." (male, 39, electrical instructor)

Benicon: "I would be happy if the union could provide more training for everyone, but generally the union has been able to represent us." (male, 25, scraper operator)

The overall servicing index (NUM overall) by region, on the values from 0-12, are as follows:

Figure 37. Composite scores of servicing index (by region).

Region	Score
North East	7.8
Free State	7.2
PWV	7.3
Carletonville	8.5
Rustenburg	8.2
Highveld	7.7
Eastern Cape	8.3
Total	7.9

It is interesting to note that the top scoring region in terms of the union providing services is Carletonville.

Next we take a closer look at the servicing score break the responses down by branch. The lower scoring branches in terms of servicing are as follows:

Figure 38. Lower scoring branches

Name of branch	Region	Score
Khusasalethu	Carletonville	6.3
Kloof Mine	PWV	6.4
South Deep Mine	PWV	6.5
Exxaro -Matla Colliery	Highveld	6.5
Western Deep Levels	Carletonville	6.5
BHP Billiton	Highveld	6.5
Randfontein Doornkop Harmony Mine	PWV	6.5
Northam Platinum	Rustenburg	6.6
Lethabo Power Station	PWV	6.7
FSBS Mining	Free State	6.7
Goedehoop Colliery (Anglocoal)	Highveld	6.7
Masimong Mining	Free State	6.7
Diabore Mine (Anglogold)	Carletonville	6.8
Goldfields Health Services Leslie Williams Hospital	Carletonville	6.8
Bambanani Mine	Free State	6.8
President Steyn	Free State	6.9



Figure 39. Average scoring branches

Name of branch	Region	Score
Cooke 3 Rand Uranium (Pty) Ltd	PWV	7.0
Joel Mine	Free State	7.0
Everite	PWV	7.1
Benicon Earthworks	Highveld	7.1
Rotek Engineering	PWV	7.1
Palaborwa Mining (Rio Tinto)	North East	7.2
Vametco Minerals	Rustenburg	7.2
Foskor	North East	7.2
Anglogold Ashanti (Mponeng)	Carletonville	7.2
Xstrata Tweefontein Colliery	Highveld	7.2
Meteorex	North East	7.3
St Helena Hospital	Free State	7.3
Hochtief Concor Joint Venture	Eastern Cape	7.3
Samancor	North East	7.3
Royal Bafokeng Rasimone Mine (Anglo Plat)	Rustenburg	7.3
Shaft Sinkers (Rustenburg)	Rustenburg	7.3
Angloplat Union Mine (Swaartklaap Joint Venture)	Rustenburg	7.4
Verreff	PWV	7.4
Lafarge SA	Eastern Cape	7.4
Harmony	Free State	7.4
Kriel Power Station	Highveld	7.5
Savuka Mine	Carletonville	7.6
Eskom Soweto	PWV	7.6
Blyvooruitzicht (DRD) (Equality Reef)	Carletonville	7.6
Harmony Evander	Highveld	7.7
Delmas Colliery	Highveld	7.7
Samancor Western Mine	Rustenburg	7.7
Exxaro Grootgeluk	Rustenburg	7.7
Global Cleaning Services (Tautona Mines)	Carletonville	7.7
Modikwa Platinum Mine	North East	7.7
Target Mine	Free State	7.7
Lonmin	Rustenburg	7.8
Ingwe Optimum Colliery	Highveld	7.8
Star Diamond	Free State	7.9
Khutlala Colliery (Ingwe)	Highveld	7.9
West Wits Metallurgy (Mponeng Gold)	Carletonville	7.9
Tautona Anglo Gold Ashanti	Carletonville	7.9
Consolidates Mutchinson	North East	7.9
Anglo Platinum - Polokwane Smelter	North East	7.9



Name of branch	Region	Score
Tshepong	Free State	7.9
EOH	Free State	8.2
Anglo Platinum Mine (Magalakwena section)	North East	8.2
Assmang Chrome Mine	Highveld	8.2
Eskom Polokwane	North East	8.2
Greenside Anglocoal	Highveld	8.2
JIC Impala	Rustenburg	8.4
Grinaker LTA	Eastern Cape	8.5
Eskom Arnot	Highveld	8.5
Makana Brick and Tile	Eastern Cape	8.5
Blitz Concrete	PWV	8.6
Matimba Power Station	Rustenburg	8.6
AngloCoal New Vaal Colliery	PWV	8.6
Impala Platinum Rustenburg	Rustenburg	8.6
Amandebult Anglo Platinum	Rustenburg	8.7
Rustenburg Platinum (Anglo Plat)	Rustenburg	8.7
Independent Crushers	Eastern Cape	8.8
CE Becker Construction	PWV	8.8
Eskom Grahamstown (Albany TSC)	Eastern Cape	8.8
Schurrihuisen Mega Cube	PWV	8.9
Xstrata Kroondal	Rustenburg	8.9

Figure 40. Top scoring branches

Name of branch	Region	Score
Eskom Eastern Cape	Eastern Cape	9.0
RJ Fetting and Sons Trust	Eastern Cape	9.0
Willow Quarries	PWV	9.5
Driefontein (Goldfields)	Carletonville	9.7
Eskom (Pretoria)	PWV	9.8
Murray and Roberts Cementation	Carletonville	9.9
Wescoal Mining	Highveld	10.1
Lafarge	North East	10.1
Amadwala	Carletonville	10.3
Burnstone Gold Mine (Great Basin Gold)	PWV	11.4

These aggregated statistics provide for some kind of ranking, but it is important to note that very few members were interviewed in small branches, and that these figures have to be treated with circumspect. Obviously, if you interview only five members of a branch, an index says little. We therefore also highlight, in addition to the above scores, some of the more qualitative issues that came out of the interviews and focus groups. These are some of the comments made by NUM members on the interview schedules about how the union could improve its services to members.



At Modikwa Platinum Mine in North East, a member said: "NUM leadership is not interested in fighting for the wives of deceased workers to access the provident fund—sometimes their children drop out of school due to this. The union is dragging its feet on this serious issue." Another said: "The union should make sure that there are family hostels because staying in single sex hostels is not good."

At Foskor a member said: "NUM should engage the company to help disabled people get employment." Another said: "NUM must train its shopstewards, including health and safety officers. Shopstewards should know labour law and employment equity policies. The union must provide this training because the company will not."

At Harmony in the Free State, member called on the union to "make sure that education and training we are provided with takes us places and (we) move up." Another, a member from Lesotho, raised the issue of the families of deceased mineworkers: "NUM should represent workers even after they have passed away. Because when the wives of workers come to the mine to claim monies of their late husbands, NUM does not do much to assist them." Another member at this branch said: "NUM should give a chance to the youths who have been to school and understand English. Most representation are elderly people who don't know English." Another, a female engineering assistant, said: "They must ensure that most female workers get enough training to hold top positions as men in the mines." Another female raised the issue of medical facilities: "We need family planning at the local hospital, not at the government hospital."

At Benicon in the Highveld a member made a serious allegation: "Shopstewards must not take bribes from members. Sometimes shopstewards request bribes to defend workers in disciplinary cases."

At Kriel Eskom, a member raised the matter of a housing subsidy, which featured prominently in subsequent industrial action: "The union promised us a housing subsidy. We have been waiting for the housing subsidy but there is nothing coming out in that regard."

At Asasmang Chrome Mines, a member was quite positive, but concerned about union rivalry with NUMSA: "Since I joined NUM, it has served me very well and I do not have complaints about it. The problem here is that we have NUMSA which is trying to destroy NUM." It seems as though NUMSA organises the subcontracted workers at this mine.

At Harmony, a member was less complimentary: "The union in this branch is led by corrupt leaders. They organize jobs for their boyfriends, girlfriends and relatives. We even called Zokwana (NUM President) about our grievances but nothing is being done. The union has disappointed us seriously; we do not know what to do now. These leaders tell us that they are educated and that we [members] do not know anything. The leadership in this branch is committed to kill the union. We have completely lost hope. The region is just like our branch. COSATU and ANC are losing members because of weak branches like this one."

At Mponeng in Carletonville, a member (a veteran machine operator) was quite positive: "I joined NUM because I saw my fellow workers receiving help from the union." But other were more critical. A member said: "There is nepotism and tribalism within the leadership of NUM that must come to an end." Another said: "I joined thinking that NUM would fight for us, but now it is difficult and they are not representing us." Yet another, with a grave allegation: "NUM leaders are accepting bribes [from management]. NUM officials must learn to resist bribes." A team leader, older than 60 years old, said: "When I look at NUM, it is no longer the NUM that I know, the one for workers. It is more concerned with issues in the ANC and not its members, that needs to change."

The massive branch at Driefontein has gone through serious turmoil. It is interesting that, in spite of all the turmoil, members rated the services provided by the branch quite highly. Nevertheless, when we conducted



our interviews here, the branch was deeply divided. A member said: "NUM is a powerful organization and it has made dramatic changes, but it has left behind its members." Another, a 28 year old, said: "NUM does not really fight for solidarity. There is a clear disparity between old and new members." A team leader from Lesotho said: "We foreign workers are excluded from the union." Another member: "The power struggles along power lines, 'Xhosa vs other tribes' should be immediately addressed. This power struggle is killing the organisation." A 38 year old pump operator said: "There is tribal segregation in NUM." And a 42 year old machine operator: "Xhosa people in power exclude Zulus in the activities of the union. Xhosa people are given preference in employment and promotions."

At Murray and Roberts Cementation a member said: "NUM leadership is letting workers down by conniving with the managers instead of solving problems."

Turning to the PWV now, at Cooke 3 Uranium a member also made allegations of tribalism operating in the labour market: "[Job grading] ..it depends on which ethnicity."

When we conducted our previous survey in 2005, the Free State had to deal with serious issues of tribalism. Whilst this has been dealt with decisively, the issue has not disappeared altogether. At Tshepong, a member said: "NUM divides workers here at this branch – there is Xhosa preference for promotion." Another said: "NUM must avoid favouritism when it comes to workers recruitment. White people are being promoted all the time so NUM must do something about this." Another said: "[Job grading] is for certain ethnicity groups." A member in the human resources department said: "Tribalism is an issue that still needs to be addressed. Members should be treated equally and relations should be improved amongst workers and officials." A stope leader said the following: "Previously there was a fight between Xhosa and Sothos but they allowed it to continue. They favour Xhosa speaking people and they deliver to workers who speak Xhosa... The branch office bearers treat only Xhosa speaking people with respect."

Similar issues emerged at President Steyn, although not as intensely as at Tshepong. A member said: "They must not take sides on workers on basis of origin be it in South Africa provinces or where workers from outside and when mines closes down they must find job placements for us." The issue of the apartheid workplace regime was also still an issue: "They should help more with getting black workers into management."

At Harmony similar issues were raised. "They look at that person, what language they speak and what province they are from," said a 57 year old team leader. A much younger loco driver said: "NUM in this branch should eradicate favouritism when allocating the accommodation." A Mozambican member said: "The most important thing that I want to change is that all workers should be treated the same, as we are all members."

Similar issues emerged at JIC Impala in Rustenburg. A 53 year old machine operator said: "The union strive for unity of workers because we have serious tribal divisions in this union." Another raised the issue of discrimination based on race: "I am still a member of the union because apartheid is still continuing. If you make a little mistake, you can be dismissed immediately."

General assessment of capacity at branches

In order to assess organisational capacity, we asked members whether they knew their officials and office bearers. In some instances members did not know the names of the person, but they knew who to go to nonetheless. In such cases the answer was recorded as "yes". As can be expected, a great proportion (69%) of members knew who their branch office bearers were, as indicated by the next figure.



Figure 41. Do you know who your branch office bearers are?(Figures expressed as %)

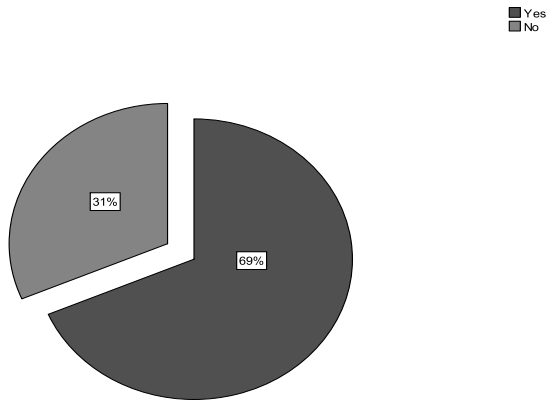
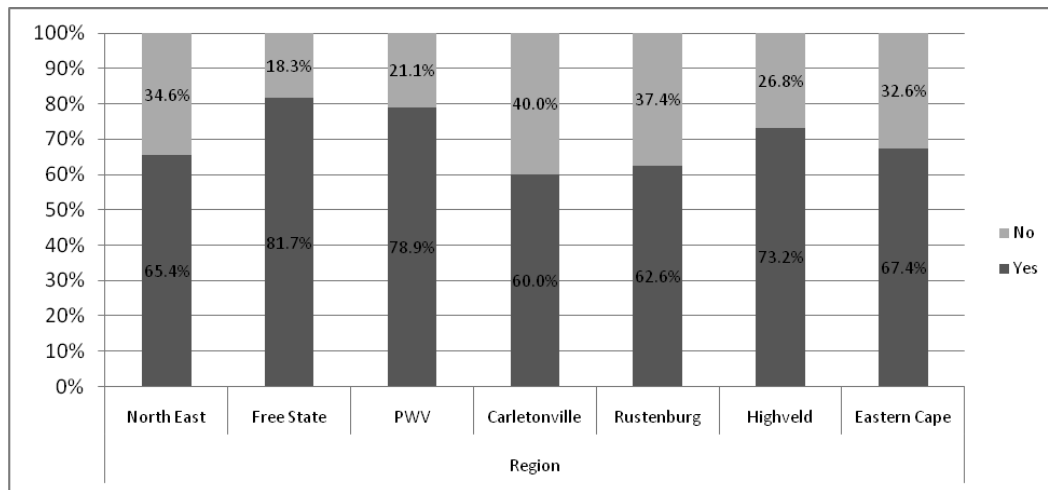


Figure 42. Do you know who your branch office bearers are (by region)?(Figures expressed as %)



Encouragingly, members seemed to know who their full-time shaft or shop stewards were, with 78% answering in the affirmative when asked whether they knew who their full-time shaft of shop steward is.

Figure 43. Do you know who your full-time shaft/shop steward is?(Figures expressed as %)

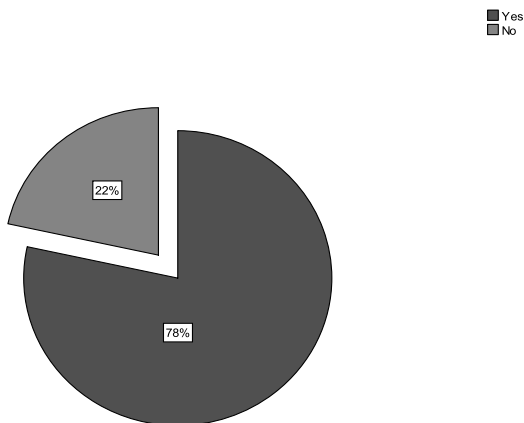
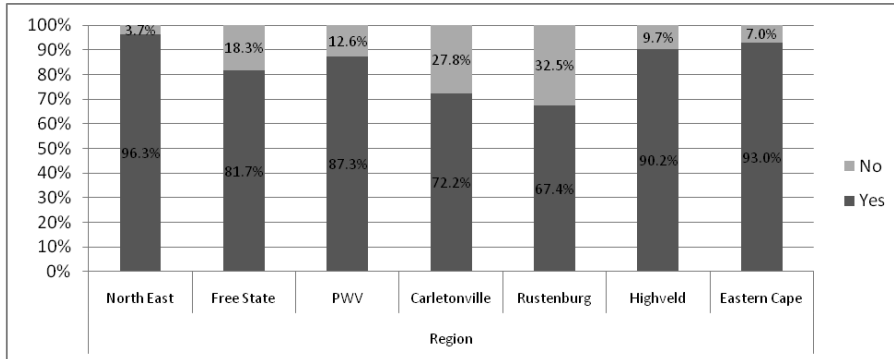
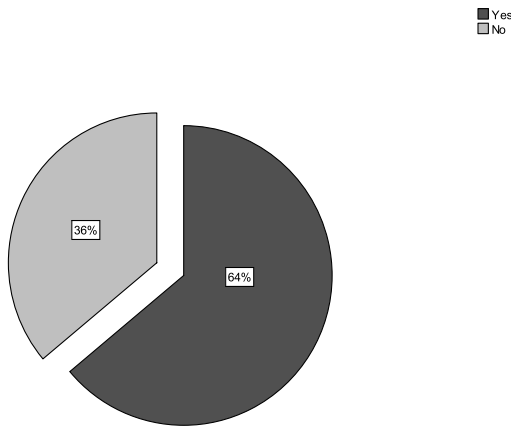


Figure 44. Do you know who your full-time shaft/shop steward is (by region)?(Figures expressed as %)



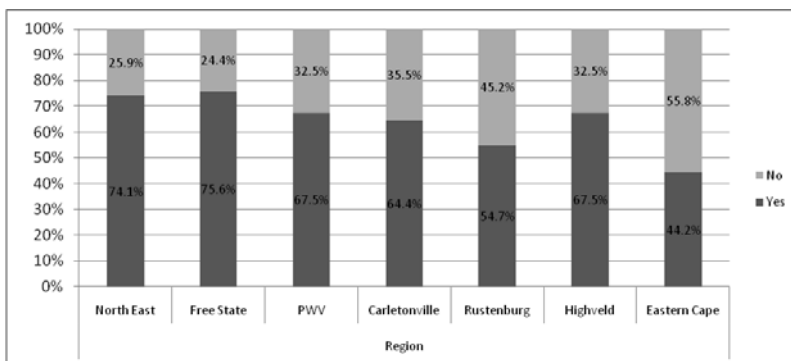
The data indicate that most members in the regions know who their full time shaft/shop stewards are, but members in Rustenburg (67.4%) scored the lowest. Slightly less of those who were interviewed (64%) knew who their full-time health and safety stewards were.

Figure 45. Do you know who your full-time health and safety officer is?(Figures expressed as %)



The data indicate that most members in the regions know who their full time health and safety officers are, but members in the Eastern Cape (44.2%) scored the lowest.

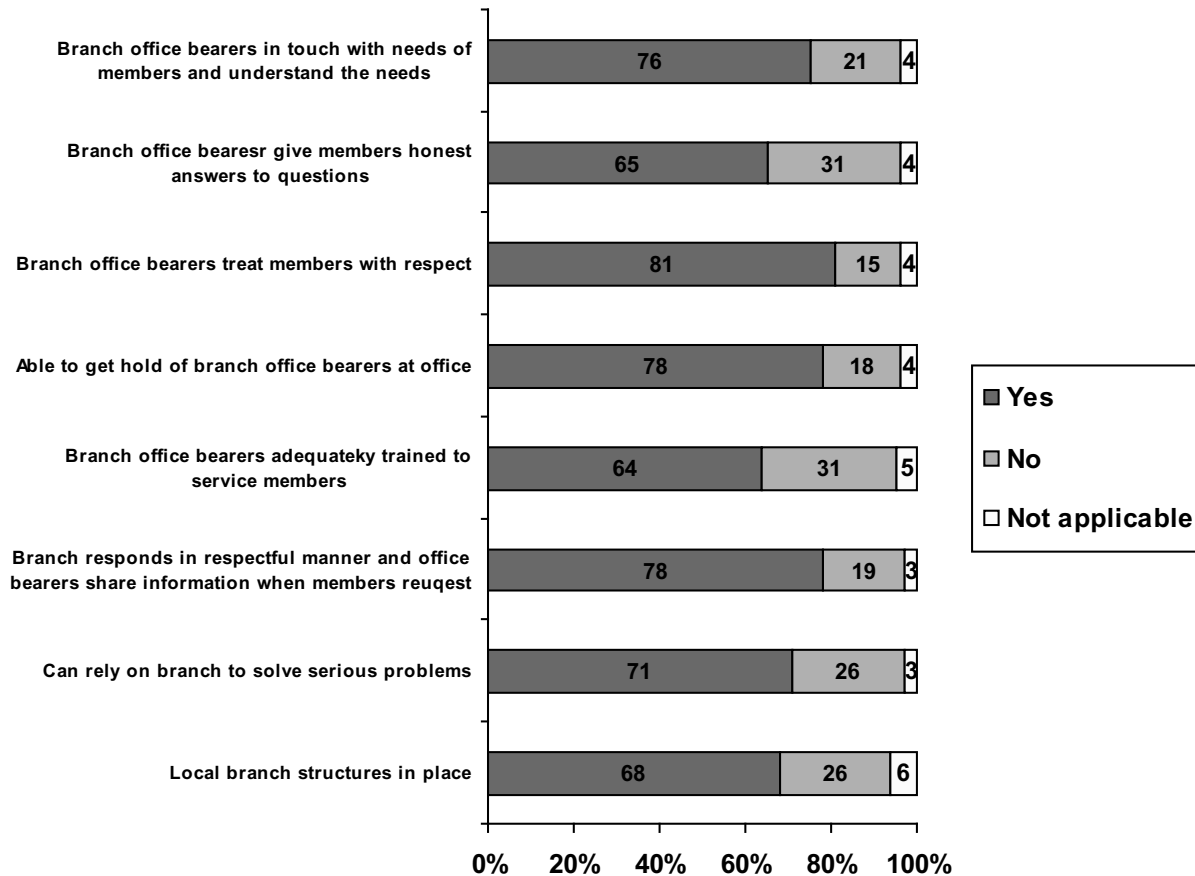
Figure 46. Do you know who your full-time health and safety officer (by region)?(Figures expressed as %)





The data are rough indicators of whether members know their leadership. A further indicator was whether members felt that their branch office bearers provided them with certain services. Members were asked to state “yes” or “no” when asked about a list of services, ranging from collective bargaining to job grading. Note that the figures provide an overall indication of how members rate the services provided by branch office bearers.

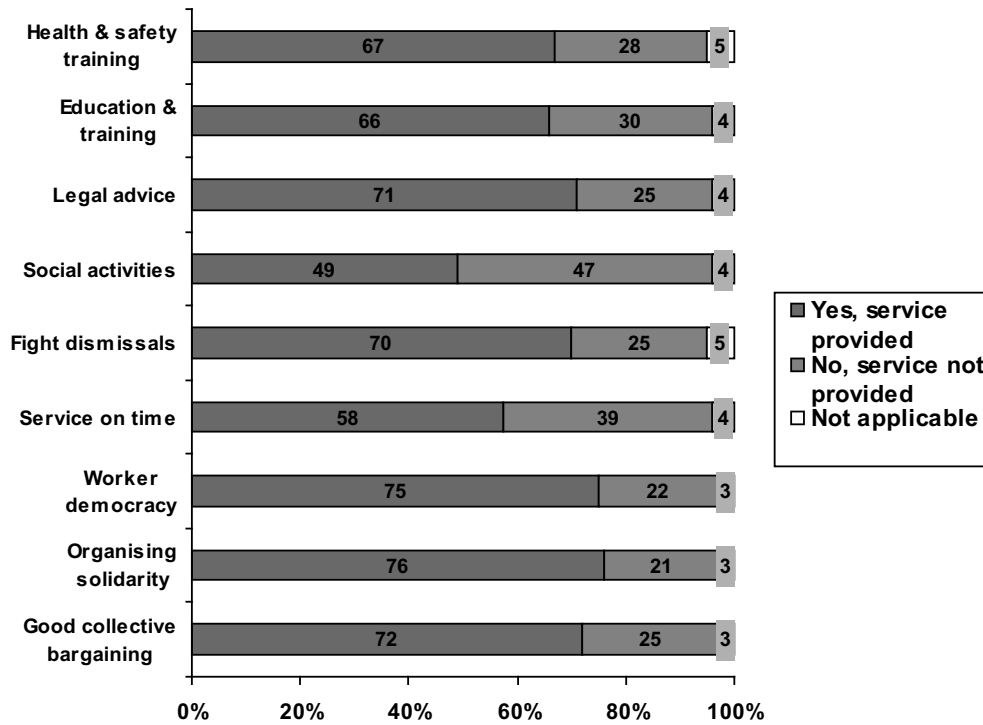
Figure 47. Rating of services provided by branch office bearers (Figures expressed as %)



The trends emerging from this figure reflect those presented earlier on. Generally members seem satisfied with servicing levels provided by branch office bearers. However, the provision of services on time and engaging local and provincial government and political organisations lag behind somewhat.

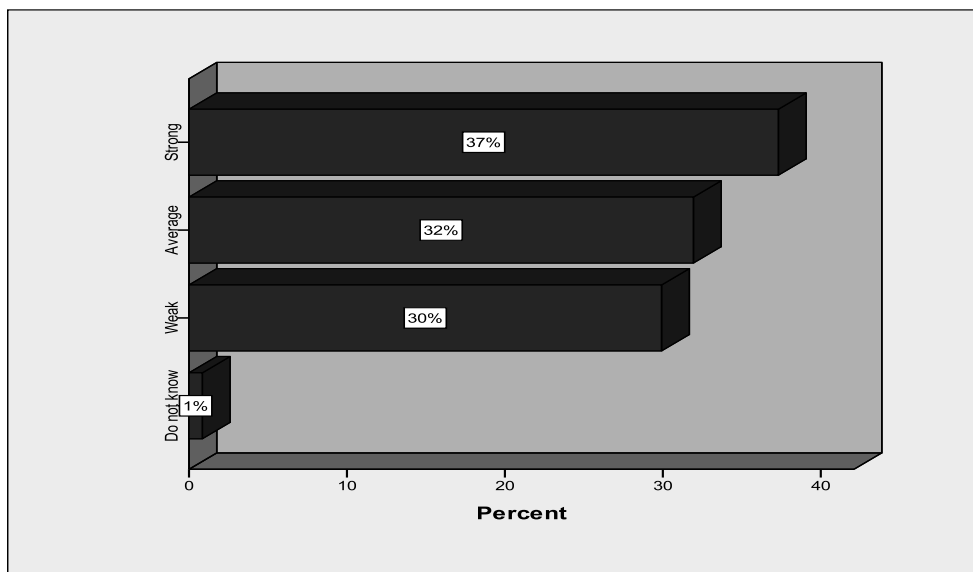
Members were then asked to rate the services provided by branch sub-structures in the same way. The findings are presented in the following figure.

Figure 48. Rating of services provided by branch sub-structures (Figures expressed as %)



Again members generally seem satisfied, with the organisation of social activities and the provision of services on time rated lower than the other services.

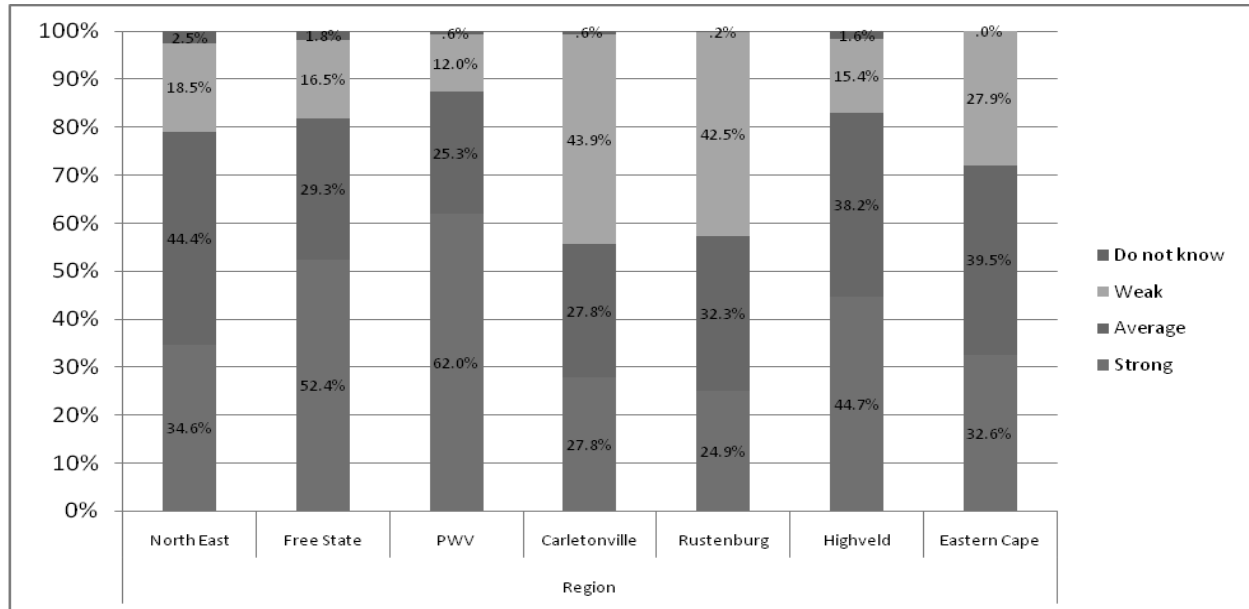
Figure 49. How would you rate the strength of your branch?(Figures expressed as %)





Over a third (37%) of members rate their branches as strong.

Figure 50. How would you rate the strength of your branch (by region)? (Figures expressed as %)



Members in PWV (62%), Free State (52%) and Highveld (45%) rate their branch as strong and these are above the aggregate.

Drilling down to the workplace level, members at the following workplaces said that they rate their branch as strong (and they are all above the aggregate):

- Meteorex
- Masimong Mining
- Harmony
- Joel Mine
- President Steyn
- Tshepong
- Blitz Concrete
- Bambanani Mine
- St Helena Hospital
- Star Diamond
- FSBS Mining
- Consolidates Mutchinson
- Anglo Platinum Mine (Magalakwena section)
- Eskom Polokwane
- Palaborwa Mining (Rio Tinto)
- Rotek Engineering
- Everite
- Kloof Mine
- Willow Quarries
- South Deep Mine
- CE Becker Construction
- Lethabo Power Station
- AngloCoal New Vaal Colliery
- Exxaro -Matla Colliery



- Khutlala Colliery (Ingwe)
- Xstrata Tweefontein Colliery
- Kriel Power Station
- Benicon Earthworks
- Randfontein Doornkop Harmony Mine
- Goedehoop Colliery (Anglocoal)
- Matimba Power Station
- Shaft Sinkers (Rustenburg)
- Angloplat Union Mine (Swaartklaap Joint Venture)
- Royal Bafokeng Rasimone Mine (Anglo Plat)
- Northam Platinum
- Samancor Western Mine
- Goldfields Health Services Leslie Williams Hospital
- Savuka Mine
- Exxaro Grootgeluk
- Hochtief Concor Joint Venture
- Lafarge SA
- RJ Fetting and Sons Trust
- Western Deep Levels
- Diabore Mine (Anglogold)
- Anglogold Ashanti (Mponeng)
- Blyvooruitzicht (DRD) (Equality Reef)
- Khusasalethu
- Global Cleaning Services (Tautona Mines)
- Assmang Chrome Mine
- Harmony Evander
- Ingwe Optimum Colliery
- BHP Billiton

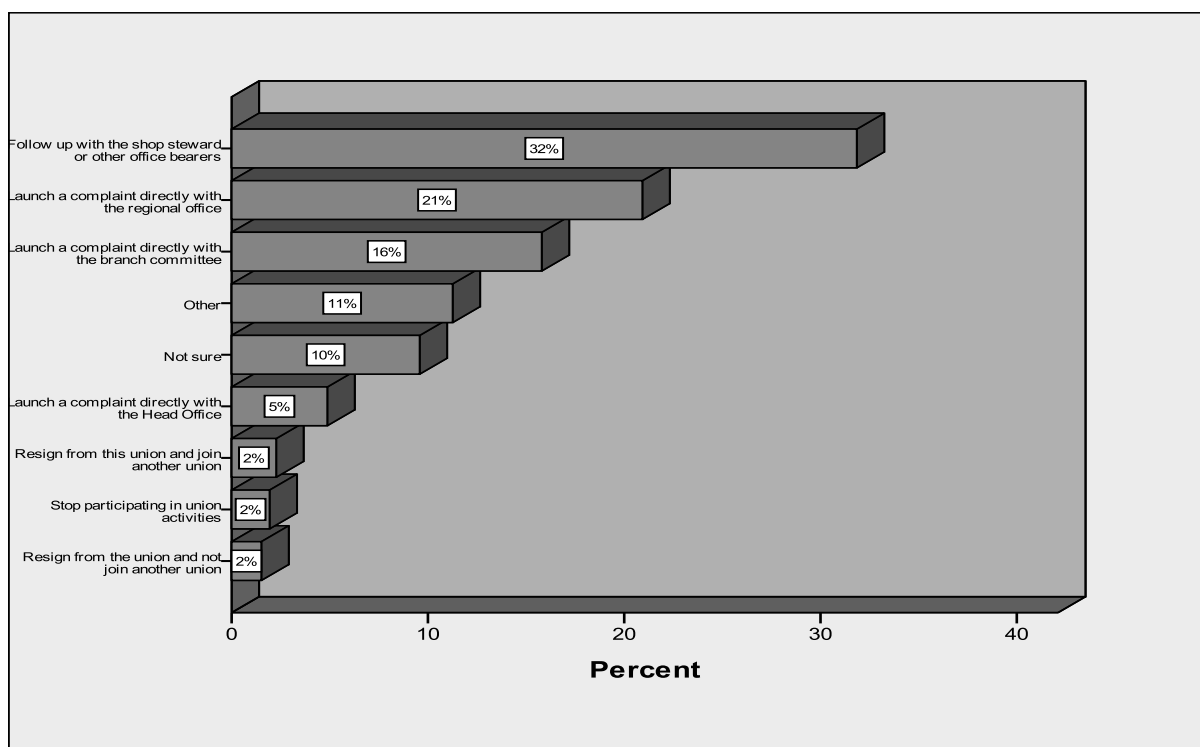
Members at the following workplaces rate their branch as weak (and so these are also above the aggregate figure for weak branches):

- Eskom Pretoria
- Ernest Oppenheimer
- Target Mine
- Burnstone Gold Mine
- Delmas Colliery
- Greenside Anglo Coal
- Rustenburg Platinum
- Amandebult Platinum (Anglo)
- Vemetco Minerals
- JIC Impala
- Xstrata Kroondal
- Impala Platinum
- Grinaker LTA
- Eskom Eastern Cape
- Makana Brick and Tile
- Amadwala
- Tautona Anglogold Ashanti
- Murray and Roberts Cementation
- Driefontein Goldfields
- Lafarge



Lastly, as an indicator of organisation capacity, members were asked what they would do if their concerns are not addressed by the union within a reasonable amount of time. The findings are presented below.

Figure 51. What would you do if the problems that you raise with the union are not addressed within a reasonable amount of time? (Figures expressed as %)



The findings encouragingly show us that the overwhelming majority of members would take the issue to their branch office bearers, the branch committee or the regional office. Very few indicated that they would consider resigning from the union or join another union. It shows that the NUM has very high levels of legitimacy in the sectors organised by the union. Nevertheless, the comments made by members during focus group interviews again show that this support for the union is qualified. There is a general sense that the union may be losing a lot of its power and influence over the longer term.

The following are suggestions and issues raised by the NUM members in focus groups regarding what is happening at their branches.

North East

At Modikwa Platinum Mine, some members said the Branch Committee was aligned with management and victimized workers when they spoke out. They were divided, lacked qualities of leadership skills and political ideology. "They need to start following up on cases," a member said. "They should stop prioritizing their friend's cases and they need to trust each other," said another. Whilst they elect new branch committees, most branch committees end their term with no change and hide behind the CCMA. "Ever since union started, there is no change," said a member.

Empty promises are made, they do not negotiate for workers training and development and job grading. Certain shafts get better services from the branch and the branch and region did not do routine checkups



on its members. Shop stewards do not care about the needs of the workers and some office bearers are “driven by greed.” Some members pointed to racial divisions and that certain facilities (like the microwave in a kitchen) are only used by whites. There was also an issue about the location of union office. “How do you help workers if you share office space with rivals?” a member asked. Some members also made serious allegations: “There are fraudulent activities when it comes to finances and provident fund.” Other specific complaints about lack of service included: “I was injured underground, the union failed to help me get my benefits for 2 years that I was at home and I did not get any benefits”; “When you start working, they ask you if you are married or not, the number of children you have and so on, but on your pay slip it will show that you are single which makes your salary to decrease and the union does not want to help with this issue.”

At Anglo Platinum in North East, members wanted the procedures to remove an office bearer to be made simpler. They called on the regional office to stop protecting branch office bearers. A member said: “Our branch does not have a union; NUM is there to represent management not workers.” Another said: “National should come do secret visits to see what is going on. Our offices can close for a week, how is one supposed to get help? Our union is moving from bad to worse!”

At Foskor, members felt the union should improve on bargaining power. “Everything is fine apart, it’s only the issue of wage negotiations, we feel they are bribed by management when it comes to negotiating for our wages,” said a member. Another explained further: “When management sees that we have a strong person in the union, they offer them positions in management.” Another said: “Our chief negotiator is now the HR manager.” There seems to be some levels of disorganisation at this branch. A member said: “We do not have branch executive committee.” Another said: “Our shop stewards are not equipped to service us efficiently due to lack of structures.” Yet another: “We need structures in our branch. Two shop stewards are not enough, and one is not based here.” Members called on the national office to assist them. More specific issues included: “We need pension fund loans, other mines get loaned money from the pension fund. Why can’t Foskor do the same?” Some members also said that development and training was only for whites.

Highveld

At Eskom in Kriel, members pointed to some positive changes that had happened. The union leadership at the branch was able to listen to members complaints more than it used to before and there were now full-time shop stewards for full-time workers. According to some workers; there has been some improvement in some strikes that took place here in recent years – due to NUM’s pressure, there is now uniformity in giving “long service awards”. Before this, people who deserved awards across different NUM branches used to get very different awards such as “certificates of appreciation”, food vouchers and money but now that has changed. Contrary to this, other members who participated in the focus groups felt that the “long service awards” are only in paper; in reality many deserving workers do not get what they should be getting. But there were negative points and challenges too. The company’s management was trying by all means to cripple NUM activities and it is showing support to rival unions like NUMSA and Solidarity and as a result the union’s leadership is unable to make proper decisions. In recent years, racism had become rife. For example when a Shangaan or a Xhosa or white power station manager takes over the plant, members felt there was a strong likelihood that people of that manager’s racial group were going to be employed in the company. Members also said that shop stewards had a misconception that by being elected to shop stewardship; they were going to get some money and in reality that was not the case. When they realised that, they became less active in the union activities and never executed their duties as shop stewards in the manner they should. Sometimes people were asked to recruit some new members and are promised some gifts for doing that but in most cases they did not get what they had been promised and that demoralised such people. Members also said that the regional office was not working well with the union branch, and mentioned a regional official by name. **[Percy Mashego]** One worker indicated that there used be interpreters during management meetings with the workers in the past, but now there were no more interpreters during meetings and many



workers who cannot speak English were sidelined and could not participate. "It is like the new manager refuses to cooperate and NUM fails to intervene satisfactorily in the matter," said the member. Another criticised a lack of training of members: "Since 1993 there used to be trainings for NUM members, but in recent years that has died out and many workers do not know many things about the union." Another commented on meetings: "Organising union meetings is difficult; workers are given only one and a half hours to attend meetings."

At Harmony Gold in Evander, members indicated that by the time they had formed NUM branch at their workplace, their shop stewards were very effective but admitted that in the following years their shop stewards became redundant and inefficient and they had to be replaced time and again. The new shop stewards were able to fight for the way members stay in the hostels. Most importantly, members indicated that they were now able to go on a full-month leave without having to renew their contracts when they return from leave; something which was the case before NUM was founded here around 2003 to 2004. However, members indicated they had complaints regarding their branch: Their shop stewards and organisers were "non-existent" due to the company's management of wanting to demolish NUM from the mine; according to the workers across all focus groups, one NUMSA official, Petrose Mahlangu, bragged that by 2010 there will be no NUM in that mine. It's like NUMSA and UASA are the only unions that the company's management approves of and NUM is excluded from important meetings with the management while the other two unions are given chance to engage with the management. A member explained: "It's like it's the management that decides what should be discussed with the unions during the meetings and NUMSA normally agrees with the mine management in everything just to cripple NUM activities like salary negotiations and NUMSA intentionally accepts low wages when NUM fights for higher wages." Members said there were no shop stewards or branch union officials to coordinate the union activities because they were strategically expelled by NUMSA in order that the union dies; so meetings were hardly arranged. The members lamented that the whole HR office of the mine was full of NUMSA members who expelled workers who were affiliated to NUM and replaced them with new workers who were forced to join NUMSA. Apparently one of reasons why NUMSA expelled NUM members was because it wanted to replace workers from "outside" with the locals from the surrounding township. As a result the number of NUM members had steadily been going down and due this and rotational working shifts, it was difficult to have a big branch meeting.

Rustenburg

At Amandelbult Anglo Platinum, members complained about limited consultation of union leaders with members: "They make arrangements, decisions and agreements without consulting members." Another said: "There is poor communication between the leadership and us, members." Other complaints here included the fact that there was no medical aid and employees had to rely on the mine clinic, which offers substandard services. Also, contract workers were not allowed to be treated from the mine clinic. A member said: "The provident fund is not helping us, management is just deducting money from us." Another said: "There is no proper job grading and the union is doing nothing about it."

At Section Tumelo, FDG2, members said the branch "connives" with management in disciplinary hearings to fire workers. The branch allegedly did not consult with its membership and signed agreements with management. Members did not get feedback from the branch on meetings they (branch leadership) will have attended with management. Members here also complained about poor health care from the mine clinic.

According to some workers, NUM at JIC Impala was working very hard, but its efforts were undermined by the mining company (JIC) so that the union appeared bad to its ordinary members. Due to NUM efforts, people start working and being paid immediately after going through medical check-ups; some years back they had to wait for a certain period of time doing nothing. On the other hand, some workers pointed out that since 2007 things had changed for the worse, arguing that before 2007 the NUM committee at this branch



used to be better. They accused the current NUM leadership of being friends to the mine management and also blackmailing workers who fight for their rights. Since 2009, workers lamented that salary increments had been inconsistent (workers were no longer sure of their payment rates) and workers' Provident Fund statements differed divergently and again workers' bonuses were arbitrarily cut. When they went to the union to complain about that, they were reportedly told there was nothing they could do and that there was nowhere else where they could lodge their complaints (this happened mostly to foreign workers who are on contract employment). Other complaints include the matter of injured workers, who do light work on the mine surface, whose salaries are reduced in big percentages, and "the NUM leadership is doing very little to fight for their better wages." A major issue is the perception that NUM had reneged on its previous policy that no worker shall be forced to join a mandatory medical scheme. At JIC the NUM was apparently in the forefront of implementing the company's controversial policy of forcing all contract workers to join a Bonnitass Medical Scheme for no less R200 per month. Some members believed that NUM officials had received something from the company, because they refused to contest the lowering of monthly premium, despite most contract workers earning slightly over R2000 per month. The workers also complained that the quality of services they got from this medical scheme was extremely poor, with some workers being turned away from hospitals where they were told their scheme was not valid, or there was not enough money for their hospitalisation. One worker narrated his experience where one doctor in one of the hospitals in Rustenburg offered to top-up the bill for him after being told there was not enough money in his medical cover account. Interestingly, the workers claimed that full-time workers who earned twice as much as contract workers (more than R5,000), were given an option to join the medical aid at their own will, and at a very affordable premium of R70 per month. Workers here also raised the issue of retrenched miners who have to wait ("lying idle around the mine compounds") for their Provident Fund monies.

At Amandelbult Mine, there were also some positive changes that members remarked on. Women were more active in the union activities than they used to be in the past and according to some of the members who took part in the focus group discussion; "women have breathed a new life into the union." According to the workers, NUM had worked very hard to increase resilience of the workers towards employers, especially white employers, because in the past they used to agree with everything that the white managers said. On the other hand, members felt that the quality of service by the union had gone down. They pointed out that information dissemination was very poor and that this left many workers in the dark. A member remarked: "There is too much red-tape in the union and that affects the speed and quality of service to members' complaints and queries." Others felt that there was "little appreciation of women's efforts." Members also complained that there was too much corruption in deciding who attends which workshops and learnerships, and that this was dividing the union. On an even more serious note, members alleged election rigging during any form of NUM elections at the branch. Members called the NUM officials in the branch "Bo-Mugabe" ("The Mugabes") for being unwilling to step down after their terms in office had expired.

At Northam Platinum, members also raised the issue of medical aid, which, according to members, were not beneficiary as they excluded immediate family members. Others complained that proceeds of the provident fund took time to be disbursed and the procedure was frustratingly too long and members give up on it sometimes. On another matter, a member here complained: "There is no incentive for education, enrolling for ABET does not help. ABET students are not given study leave to write their exams."



Carletonville

At Savuka Goldfields Mine, all the workers across all the focus groups indicated that there were no positive changes taking place and that there were no positive signs of any change. The previous branch committee (preceding the current one) advocated for or employed women to work as “spanners” for the men working underground but in reality those women are doing very little to make the work much easier. Embezzlement of membership fees by the union branch officials was another issue that was raised by the majority of the interviewees. They felt that their fees were being used for things that had very little benefit to their welfare as workers and that NUM ignored the important issues that needed to be addressed, e.g. workers indicated that at their branch they had been fighting for 10% salary increase, but they only got 6% and NUM was doing very little or nothing about that (they said this was not the case in other mines). Workers’ annual leave was still relatively short especially for migrant workers from other countries and remote areas like some parts of Eastern Cape, who spend between one and three days travelling. Some of the workers indicated that they had been, for the past five years, pleading with NUM to fight for the extension of their leaves to at least two months instead of three weeks to no avail. Feedback by the union officials from the management normally was not consistent with workers’ demands; the officials did not address some of the requests made by the workers and they suspected their officials were manipulated by the company’s management through bribes or as one of the workers put it: “...our parents’ inherent fear of a white man.” The branch did not take the mandate from the workers; almost all the workers interviewed indicated that in most cases the union officials entered into “dubious agreements” with the company’s management without checking with the workers and that all of these agreements were the ones that favour the company instead of the workers. Workers were always disgruntled when they came from the branch office; the service was very poor and the officials never supported them at all. Constant changing of companies in the mine (Savuka) made it difficult for NUM to find good deals for workers – the moment they are close to striking a deal, the mine is taken over by a different company and they have to start negotiations afresh. Members also said there was a lot of intimidation by NUM officials of workers who had tried to complain or expose some irregularities in the running of the branch affairs and as a result some workers indicated that they had lost all interest in the union activities and some were even contemplating joining other unions. Members also alleged that contract workers were scarcely given any priority by the branch union – the majority of them were women and indicated that they have been working as contract workers for over 7 years and were promised by the previous union committee that they would be automatically incorporated in the mine as permanent workers after expiry of their 5-year contracts with the companies. But that had not taken place and they said they are being exploited by the contract companies. Six of the women indicated that they had been forced to join the Provident Fund scheme and not given chance to weigh their options. Now when they wanted to make follow-ups on their Provident fund monies; they were given “dodgy” answers and that the people who were in the forefront to incorporate them in the scheme hardly gave them time or chance to inquire about their monies. Almost all the workers, in one way or another, agreed that “the union is dead” or simply non-existent. According to them, the NUM’s recruitment policy was riddled with rampant corruption and nepotism: People are employed along tribal lines and kinship relations. Those not related to NUM branch officials have to pay bribes for employment or promotions. Most of the workers indicated that NUM officials were too afraid of the companies’ management and they were afraid of directly confronting them since they feared losing their jobs. Again, the majority argued that there was no way the union could deal effectively with the workers’ grievances since they have too close relationships with the companies’ management and they even “...have tea together.” Workers also complained that racism was still rampant and that white workers got promotions quicker and they hardly worked in risky areas as did most of the black people, and NUM officials failed to challenge that. **Hence, across the board, all the three focus groups agreed that the union was very weak, citing issues ranging from nepotism, corruption, inefficiency, being detached from the workers, showing off expensive clothes during NUM meetings, skewed recruitment practices and working with mine management at the disadvantage of all NUM members. Workers suggested a number of solutions such as:**



- **head office should be in regular touch with the branches to stop corruption;**
- **there should strict vetting of candidates who want to be union officials since majority of them are mere populists who are voted on the basis of comments they make during mass meetings yet they have no proven leadership qualities and knowledge of the job;**
- **nationalisation of the mines to avoid unabated exploitation of private mining companies.**

We have already referred to this branch earlier in the report. At Driefontein Mine, as in other branches in Carletonville (even though some of the workers indicated that they still liked the union), all of them indicated that the union had become the shadow of its former self and that there had never been any positive changes taking place in the union recently. They indicated that the last time the branch was active and responsive to members' requests was during the tenure of Comrade Mulaudzi who was shot dead in 2008, supposedly for not siding with the management in exploiting the mineworkers. All workers claimed that their salaries and bonuses were still way below that of other workers in other mines and blamed NUM branch and regional office squarely on the issues that were confronting them – **there was widespread corruption, selling jobs and people were forced to work on weekends and take one unpaid day off during the week, etc. Unlike in the past, workers complained that meetings were very authoritarian and most were about what the employers said to the union officials than about what the union had suggested to the management.** Meaning they were not about dialogue amongst members, concluding their officials, but about being told all the time what bosses said; indeed they were not about taking mandates from the workers. Members said the elections of new officials were often problematic; workers were scarcely given chance to vote for their leaders of choice and they were forced to vote back into power the same "corrupt leaders" and elections were "rigged" and conducted "in the most unprofessional manner possible." In one instance, workers reported that they would be told that an election would happen on a specific date, only to find out later that elections had taken place before or after the specified time and people they would not prefer would be re-elected. Workers did not specifically complain about the extent to which officials hold office for far too long, but only because they manipulated processes of elections to stay in power. Members said the current NUM officials were paid by the mines and they failed to fight against the management, because by so doing they might jeopardise their jobs. In addition to this they raised a matter related to conflicts of interest. Some NUM officials worked as mine managers as well, making it difficult to adequately represent workers in case of labour disputes. The workers indicated that there used to be unbiased NUM worker representative whom workers could fully trust, but that had changed in recent years with some workers being forced to represent themselves during the disciplinary cases. A member explained: "It's like in majority of the cases the NUM representatives ask workers questions like 'Didn't you know that what you were doing was wrong?' during the case in front of the mine management and as a result they hardly win such cases!" Another said: "NUM officials are completely controlled by the mine management and it's like some mine managers are bragging that they are 'working so well with the NUM branch in Driefontein'." According to members, this is a big sign of the union's weakness. Workers also indicated that there used to be a special arrangement that if a worker had worked for more than 25 years in the mine, any of his children could come and take his place. However, according to the members in the focus groups, that had changed and people who suffered more are migrant workers from outside South Africa. It is said that in order for the children to take over from their fathers, they were required to be South African ID holders and this is impossible for citizens of countries like Lesotho, Swaziland and Mozambique. When they confronted the mining authorities about this, they were told that it had been NUM that signed the agreement on such issues. The members complained that this was where their positions were sold at exorbitant prices by the NUM officials (from as much as R15,000) to other people. A major complaint from members was the fact that they had apparently been promised shares according to their length of service. Their wives had been notified of this as well, but they never received this while workers in



other mines had already received them. They argued that this had brought tension to their families, as their hopes had been raised. They further insisted that their Provident Fund money did not benefit them in any way and that the NUM had failed to intervene effectively on the matter because they had interests in the money. They also alleged that the NUM had failed to assist widows of deceased mineworkers in getting it. It is said one would experience too much bureaucracy that took years, to no end at all. In order to rectify the situation, the members in the focus groups at Driefontein suggested that: the national President of the union must pay a visit; branch elections be organised in a professional manner; provident funds should be made available to workers when they need them.

Eastern Cape

In contrast to the bleak picture above, some positive changes had occurred at the Eskom branch in East London. In 2007 a new branch committee was elected and, according to members in the focus group, was doing better in comparison to the previous one, which they said had been dysfunctional. Meeting attendance had improved due to increased awareness about the union, even though there was still a lack of “political maturity” among members. There was better information dissemination, as well as regular feedbacks. The branch had also innovated by adding, in addition to shop stewards, floor coordinators in order to deal with the dispersed and decentralised nature of the workplace. But there were some negative aspects and challenges; the most important being non-cooperation on the side of Eskom management. Workers indicated that since their sector was classified as essential services, they were not expected to take part in any industrial strike and thus they were normally overlooked by the NUM regional and national offices. (The subsequent bargaining round most probably altered this perception.) Management’s recent expulsion of workers (who were NUM members) also caused concern. Members felt that this expulsion of workers, who were found to have fake driving licences, was improperly handled with NUM, i.e. by not being involved. They also complained about widespread nepotism along racial lines in Eskom (white workers still get better treatment from the company’s management), and that there was no clear programme of action lately by NUM regional office. They also pointed to the unavailability of the regional office in the branch meetings and a lack of efforts to revive weaker branches.

Members were less positive at Grinaker in Port Elizabeth. All the workers who formed part of the focus group indicated that as far as they are concerned, no positive changes had taken place in the last five years. In the first place, they were unhappy about their wage levels, which they blamed on a lack of collective bargaining support from the union. In addition to this, there were matters related to race, with coloured workers demanding different salary increases from black workers. There was no solidarity among workers in salary demands, according to them. The workers blamed their branch for allowing “first in last out, last in first out” practice, which they said was “very exploitative”. In addition to this, they said promotions were skewed and that NUM “is doing very little to challenge that.”

A similar picture emerged at Lafarge in Port Elizabeth. Here workers did however see positive changes in the past five years, particularly safety measures, which were given a high priority. Nevertheless, workers complained that they did not see NUM officials as often as they should and that the regional office did very little to address their problems. One of the workers asked: “Why do we join NUM if we are not shown the office?” Hence, the company was taking advantage of NUM’s inefficiency to act on workers’ grievances. Members complained about poor information dissemination. They indicated that there was a looming wage strike during the time of the focus groups, but a lack of communication between national office and branch office did not give workers chance to know what was happening. Members here also lamented that their union was “indirectly dominated” by the company’s management: Instead of giving them feedback from the management on issues they asked them to do, they came back to tell them about what the management had told them to do. They said this differed from what had happened in the past.



Free State

As we mentioned earlier, the Free State was gripped in severe divisions when we conducted our previous survey there in 2005. Members at the branch at Beatrix Mine who participated in our focus groups indicated that in recent years, 4-5 years back, the union had successfully fought against what they called “racism” between and among Basotho and AmaXhosa mineworkers, and that people were now working together towards a common goal. According to the workers, the union had fought successfully for the implementation of the Employment Equity Act at workplace and that had opened many opportunities for previously disadvantaged groups, such women and black mineworkers. Testimony to this is the fact that for the first time black mine officials, including those that work for contract companies, qualified for and got the Production Incentive Bonus which was previously reserved for full-time mine officials – especially white miners. But there were also negative issues and challenges. NUM branch officials never visited the sites on which contract workers work and as a result they knew very little or pretended not to know about the dangerous working environment in which these workers worked. If a contract worker got injured or died at work, his body was hidden from the mine inspectors so that the officials can get Production Incentive Bonuses. Contract workers were pushed to work in the most dangerous places/sites in the mines. The safety representatives for contract workers were barely available to assist them and were dominated by mine management. The workers indicated that recruitment to work in the mines used to be easy and transparent, but complained that labour brokering had taken over. One of the workers called it “modern slavery”, because workers employed through labour brokers hardly had any benefits, no security of job and very low wages. Instead of recruiting full-time mineworkers from the pool of experienced contract workers, NUM officials here opted to take bribes to employ inexperienced workers and relatives. The members in the focus group accused union officials of not having the interests of the union at heart and of being full of empty promises. According to them, learnerships were only given to certain people on the basis of favouritism.

The majority of those who participated at the focus groups in Harmony agreed that there was little positive change that had taken place in the last five years. Nevertheless, they felt that their current branch committee was prepared to listen to them more so than previous committees. At M3 shaft, members had a feeling that their branch was very strong, even though it was dominated by the mine management. Some members accused white people of deliberately wanting to undermine the union activities, so that it appears weak to the ordinary members. On a more negative side, members who took part in this focus group said they were no longer satisfied with the manner in which the union was running its affairs; and this had resulted in NUM losing many members to rival unions. One of the main reasons for this was inadequate attention to “serious racial tensions between Basotho and Xhosas that are plaguing the union.” Services to members are selective and according to one member “an injury to one is no longer an injury to all” – i.e., no solidarity. A specific gripe was the matter of widows: “NUM is increasingly failing to help deceased mineworkers’ widows. The problem around the Provident Fund is still unresolved and NUM is largely to blame for that and as a result children who were supposed to benefit from that fund are not reaping any rewards and many no longer go to school and Provident Fund statements that mineworkers get are so different and this confuses many mineworkers.” Harmony was also in the process of closing down shafts when we visited the mine. Normally, according to the members in the focus groups, when one shaft closed, workers who had worked there had to be relocated to another shaft of the same company, but apparently the NUM was blocking all such efforts. As a result, they said, many workers faced unnecessary retrenchment. At M3 Shaft, workers complained that NUM had not yet resolved the issue of transparent and fair recruitment practices in the mine; they complained that worker development programmes were still reserved for white people, and that advertisements of worker development programmes (such as learnerships, scholarships and courses) were only made public to black workers 2-3 days before the deadline.

According to some of the workers who took part in the discussion, the current NUM branch committee at Harmony Masimong was more approachable than the previous committees and they tried as much as they



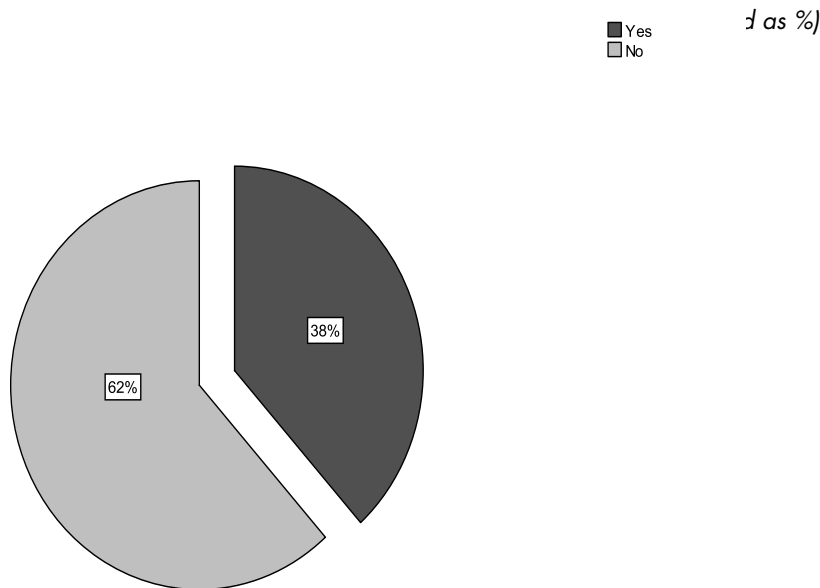
could to treat each case brought before them by the members on its merits. The NUM had successfully fought for the reinstatement of workers who were unfairly dismissed three or four years back. NUM scholarships had benefited many workers' children and NUM had successfully lodged many workers' cases with the CCMA. Unlike in other mines, here, NUM had ensured that widows and grown-up children had successfully been employed to replace their deceased husbands and parents respectively. The mine was also employing retired mineworkers on a contract basis. The NUM had fought for the reduced number of people who stay in one room in the hostels and had successfully pressurised the mine management into hiring contract workers on full-time basis because they did not have any benefits. Members also said that due to the NUM's influence gangsterism (**Bo-rashea**) among mineworkers had dramatically gone down because NUM made sure that the 'gangster elements' were expelled. On the other hand, some workers had a feeling that things were changing for worse, accusing union officials of too many promises that were followed by very little action. They said the mine management was very uncooperative and tried by all means to destabilise the union; thus many of the union activities fail. The emergence of UASA by ex-NUM officials had intensified abuse by the mine management and, according to some workers, UASA was the puppet of the mine management. They pointed out that even though a majority of UASA officials were not working, they still got full salaries for their work as mining companies' spies on NUM. Some workers indicated that racism between Basotho and Xhosas has skyrocketed and this had even affected the established recruitment practices. There were even allegations of elections that were not properly handled and a failure by the NUM to respond to a trend of not paying workers their bonuses on time. A member said: "Nowadays, some machines stop functioning underground and workers are not informed of such things and this compromises their safety. In the past, workers were informed over underground loudspeakers if there were such changes or disruptions." Language seemed to be an emerging issue, linked to previous strife. Unlike in the past, where Sesotho and IsiXhosa was used interchangeably during meetings, Xhosa mineworkers indicated that Sesotho was used as the only language in most of the meetings, thus sidelining other groups who are not familiar with the language. Many workers were still afraid to report their abuse or work-related injuries to NUM because they were threatened of being expelled should they expose their bosses/supervisors and thus many hide serious injuries from the union and this later affects the productivity and ultimately their health (one woman participant told of how she was coerced into "hiding" her on-the-job injury from NUM and the mine management by her supervisor who promised her some favours in case she has some problem at work in future and later on she discovered that she has broken her arm and needed immediate medical attention).

Some of the workers at Tshepong Mine indicated that, relative to the previous committees which had been in endless fights with its members, the current committee was more responsive to members' grievances. Workers were now allowed to attend funerals of their loved ones without being subjected to lengthy questions and strict conditions. Sick or old mineworkers could now freely bring their children to replace them without any hassle. But this positive perspective was not unanimous. Other workers indicated that the NUM officials had changed for worse and that they were very selfish and paid little attention to workers' demands. In-fighting among committee members compromised union service delivery at the branch, according to them. All the workers complained that they were no longer allowed to take their food with them underground, due to the allegations that many of the mineworkers serve as food suppliers to illegal mineworkers underground. As a result, many workers are suffering a great deal, especially those who have to take their medication along with their food. The decision not to take food underground was made at a mass meeting, because many NUM members were being disciplined by management for taking food for illegal miners. The branch hoped to starve the zama-zama's out from underground.

Dynamics between branch and region

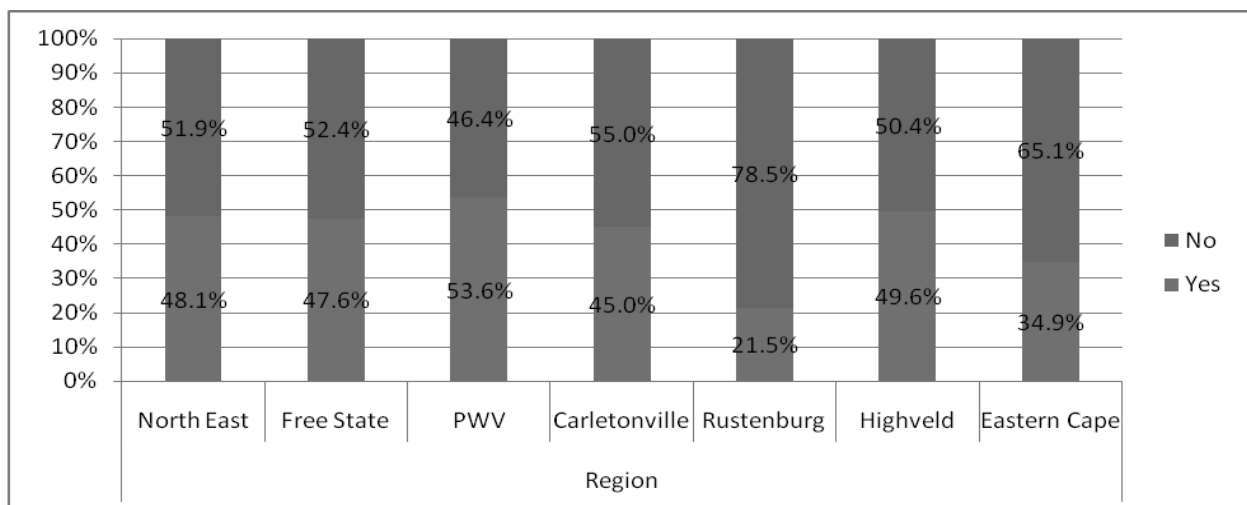
In the first part of this section, we indicated that only 31% of members did not know who their branch committee members were. In contrast, and as could be expected, the findings indicate that 62% of members did not know who their regional office bearers are.

Figure 52. Do you know who your regional office bearers are?(Figures expressed as %)



In the regions of Rustenburg (79%) and the Eastern Cape (65%), the figures are above the aggregate figure.

Figure 53. Do you know who your regional office bearers are (by region)?(Figures expressed as %)





More disturbing finding is that a greater proportion (63%) did not know who their local organisers were.

Figure 54. Do you know who is your local/regional organiser?(Figures expressed as %)

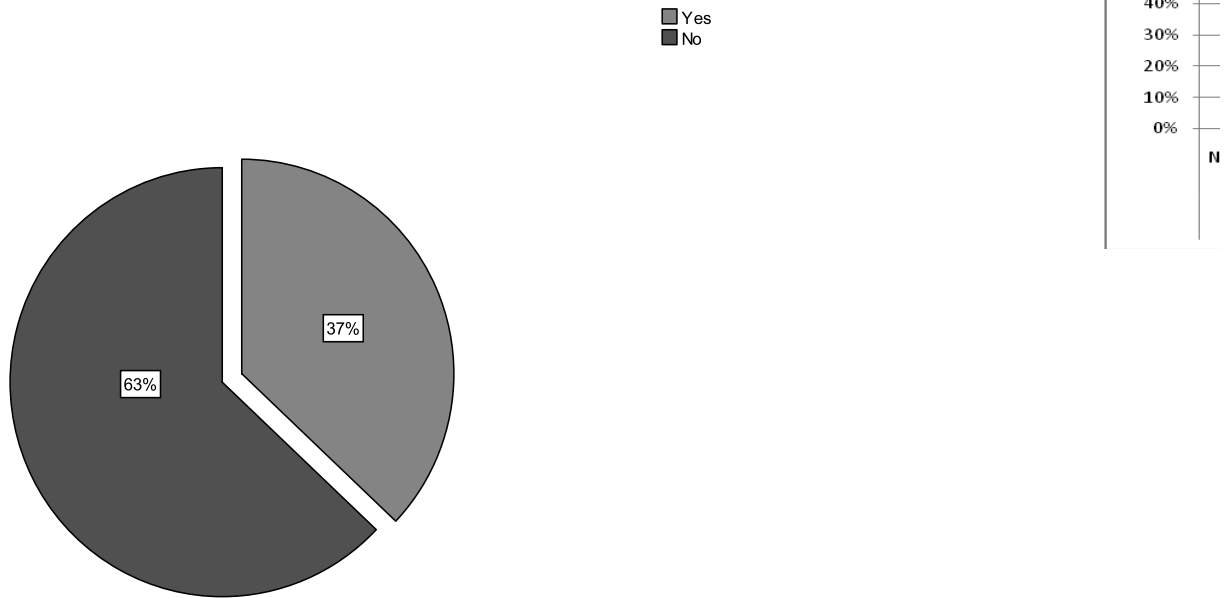
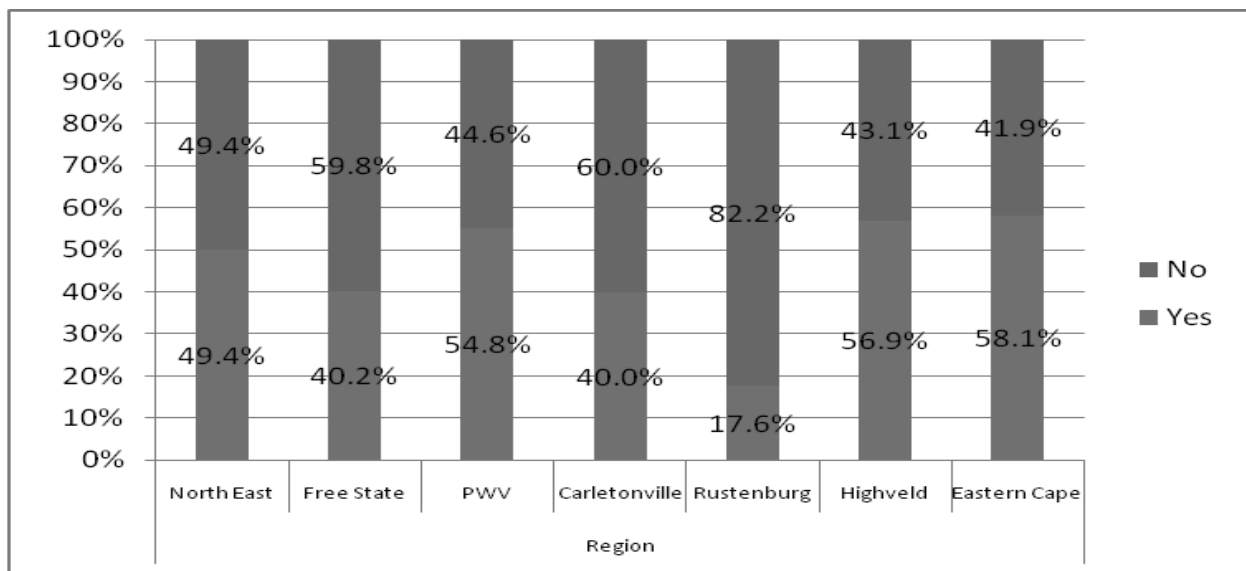
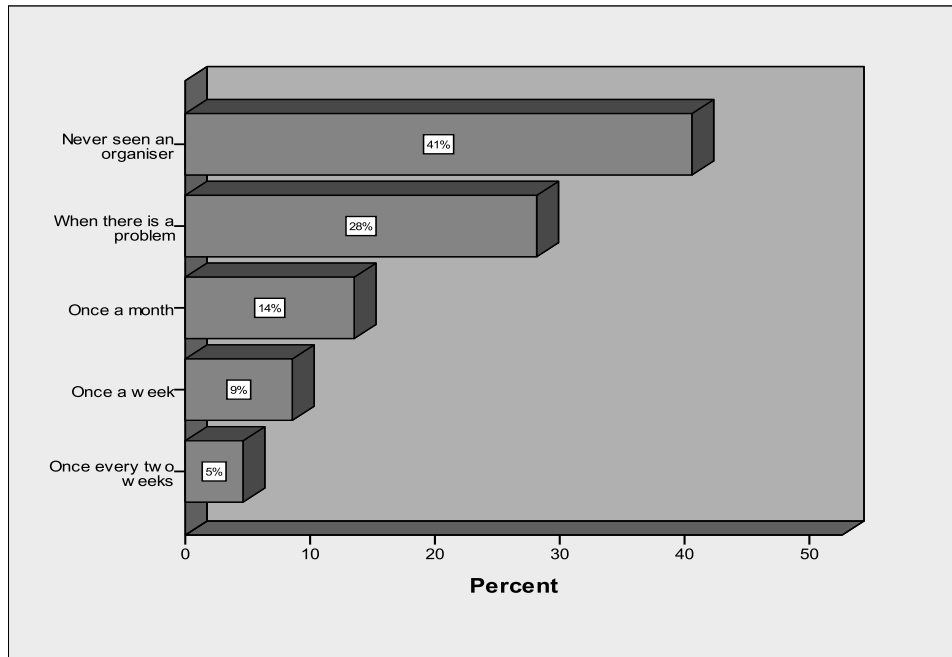


Figure 55. Do you know who is your local/regional organiser (by region)?(Figures expressed as %)



In Rustenburg members know who the local/regional organiser is (82%) and this figure is above the aggregate. Next, members were asked how often the union organiser visited their workplace to provide back-up services to NUM members:

Figure 56. How often does the union organiser visit your workplace? (Figures expressed as %)



A disturbing finding is that the majority of members (41%) report that they have never seen an organiser. However 26% indicated that they were visited by an organiser when there is a problem. A further 14% said “once a month” and another 9% “once a week”. Only 5% said “once every two weeks”. This implies that over two thirds of membership are under the impression that their workplaces are not visited by an organiser at all or irregularly, that is when there are problems.

Figure 57. How often see an organiser: 2005 and 2010

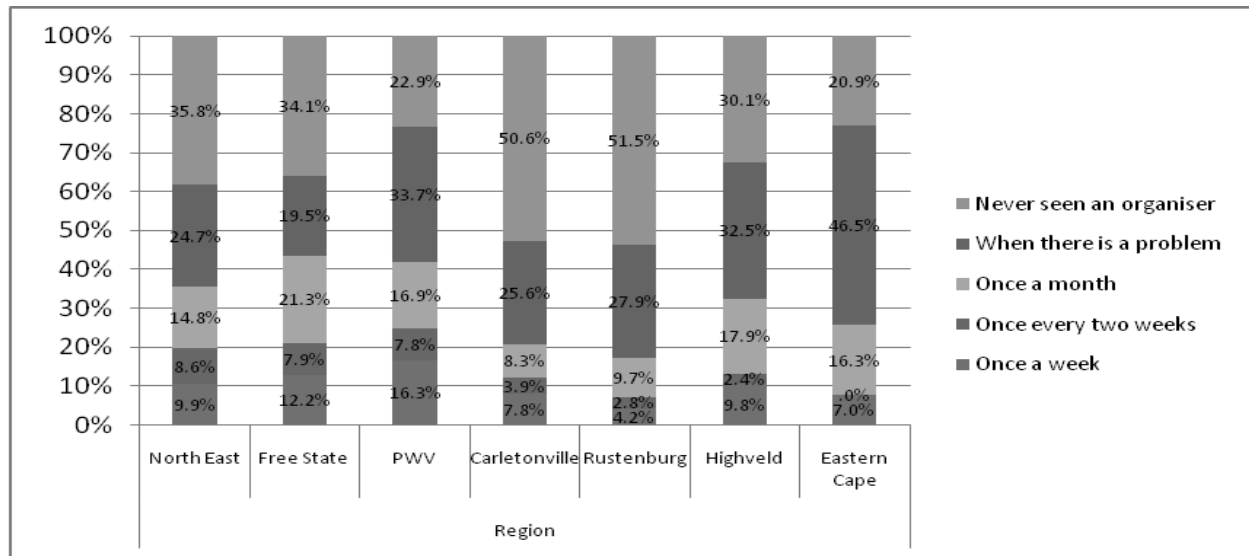
How often see an organiser	2005	2010
Once a week	11%	5%
Once in two weeks	9%	9%
Once a month	12%	14%
When there is a problem	32%	26%
Never seen an organiser	28%	41%

The data in the above figure show that there has been an increase in members not seeing an organiser at all from 2005 (28%) to 2010 (41%).

Since branches are mostly serviced by regional structures, we broke down the above findings by region in order to get an idea of regional differences.



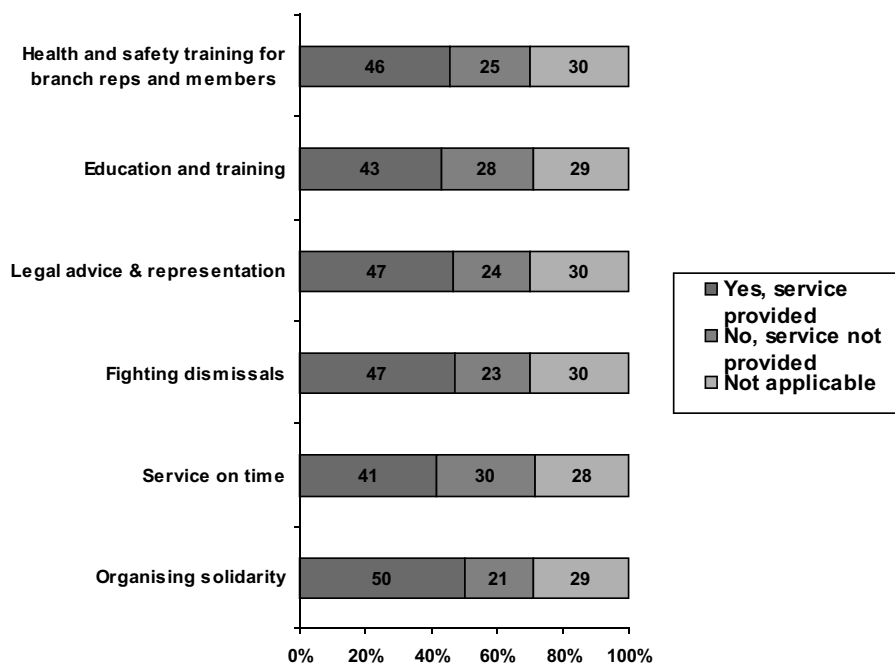
Figure 58. Visits by organiser by region (Figures expressed as %)



From the figure we see that members in Rustenburg (52%), Carletonville (51%), the North East (36%) and the Free State (34%) tend to indicate more that they never see organisers. Members from Eastern Cape (47%) and the PWV (34%) and Highveld (33%) tend to see their organisers more when there are particular problems. It also seems that in PWV and the Free State, and Highveld to a lesser extent, members feel that they are visited more regularly by organisers than the other regions.

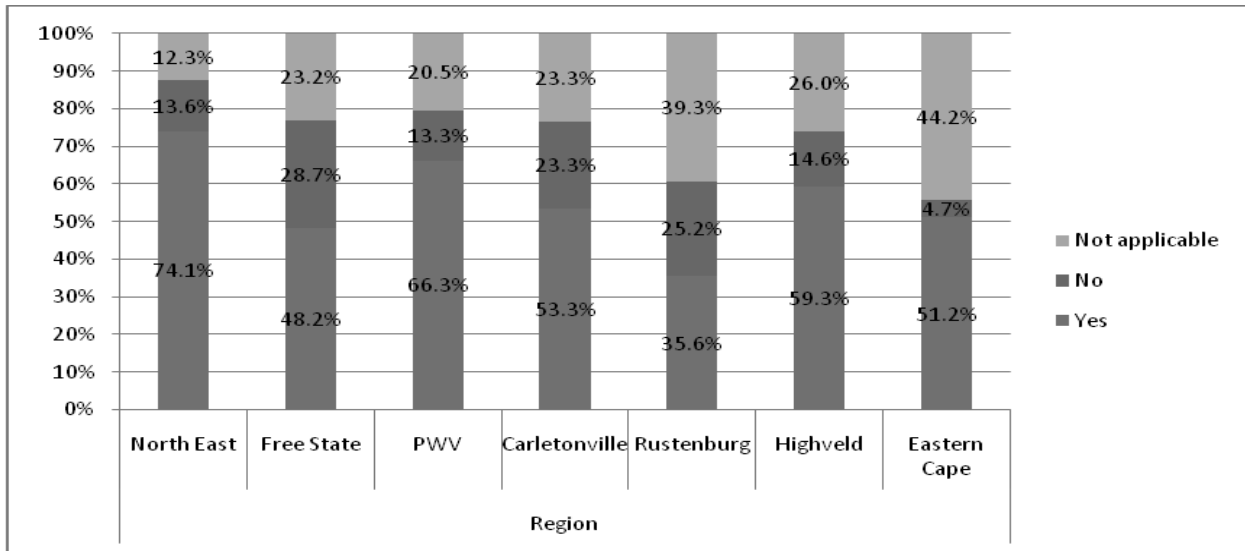
On the topic of services by regional structures members were asked to rate certain services more specifically. The findings are presented in the Figure 59.

Figure 59. Rating of services provided by the regional office (Figures expressed as %)



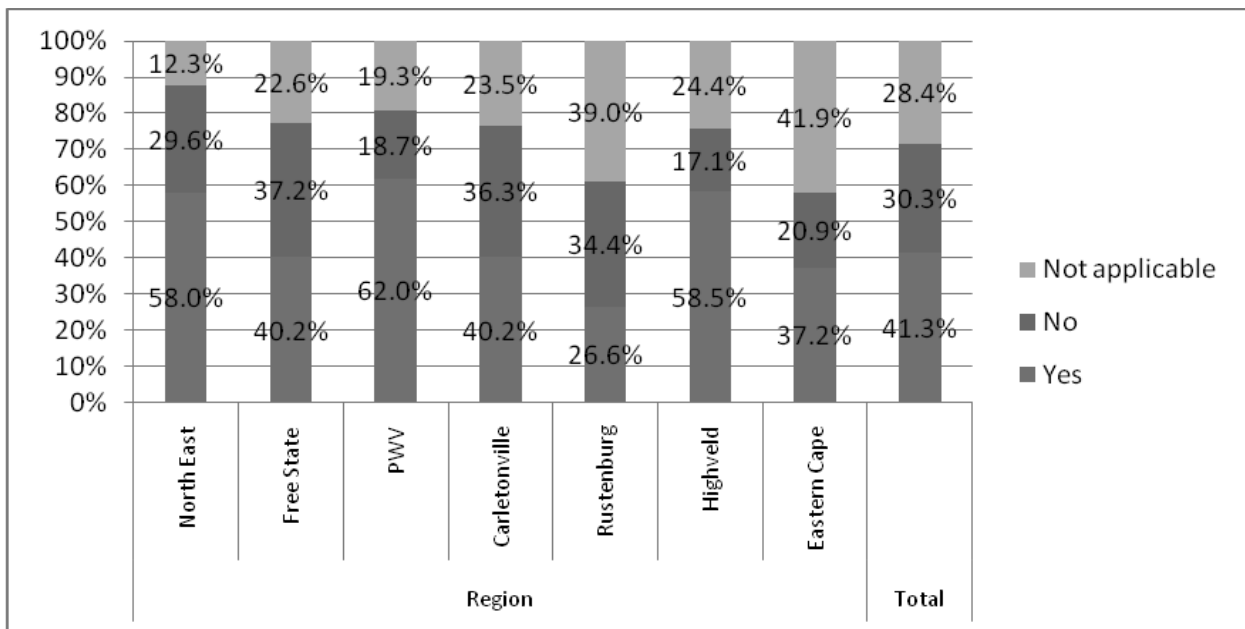
In general workers were happy with the assistance they received from their regional structures, but the ratings are lower than for the other structures.

Figure 60. Does the region organise solidarity amongst its members?



Members in Rustenburg (35.6%) are least satisfied with the region organising solidarity amongst members.

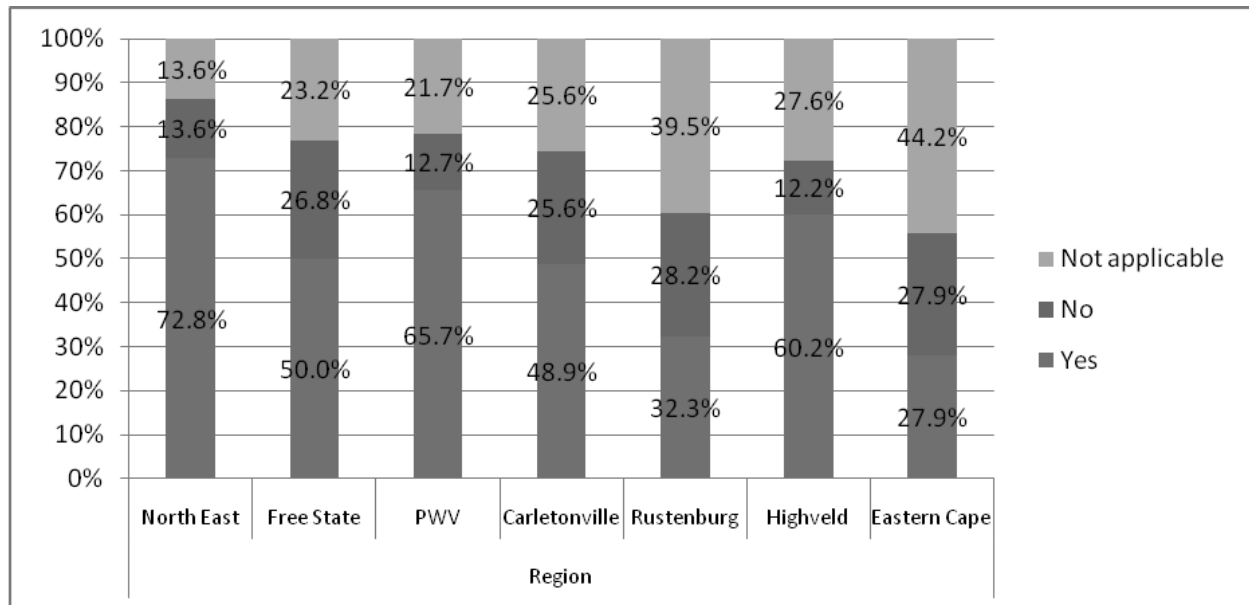
Figure 61. Does the region provide services on time?



The same is true for the provision of services on time, where members in Rustenburg (26.6%) and Eastern Cape (37.2%) in this case were significantly less satisfied than the other regions.

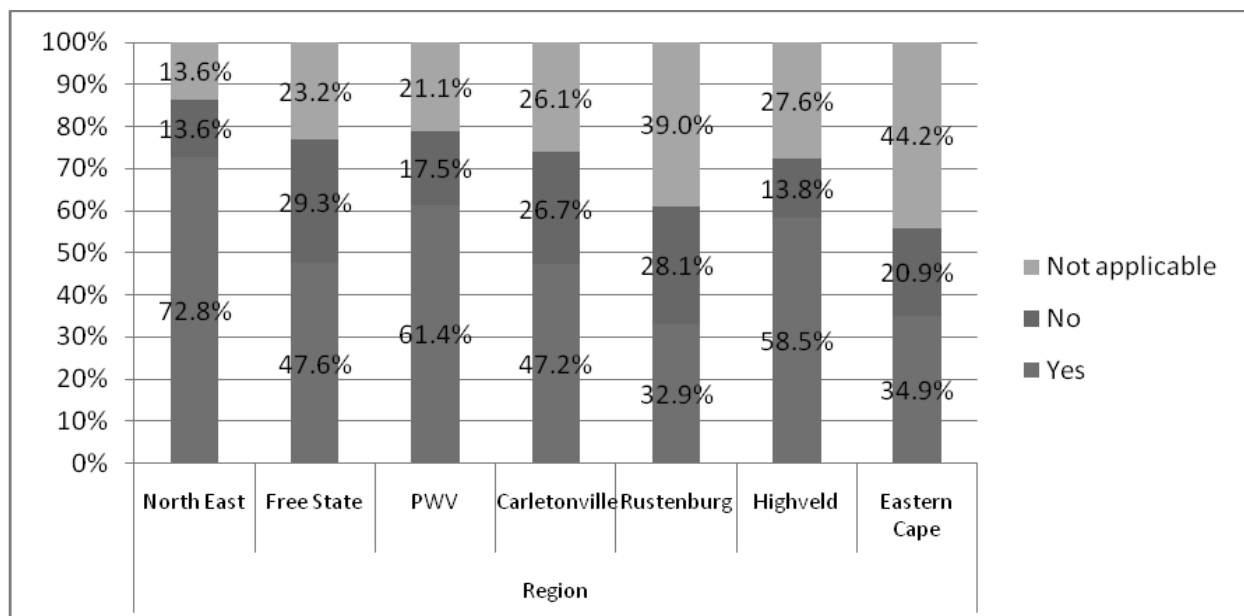


Figure 62. Is your region good at fighting dismissals?



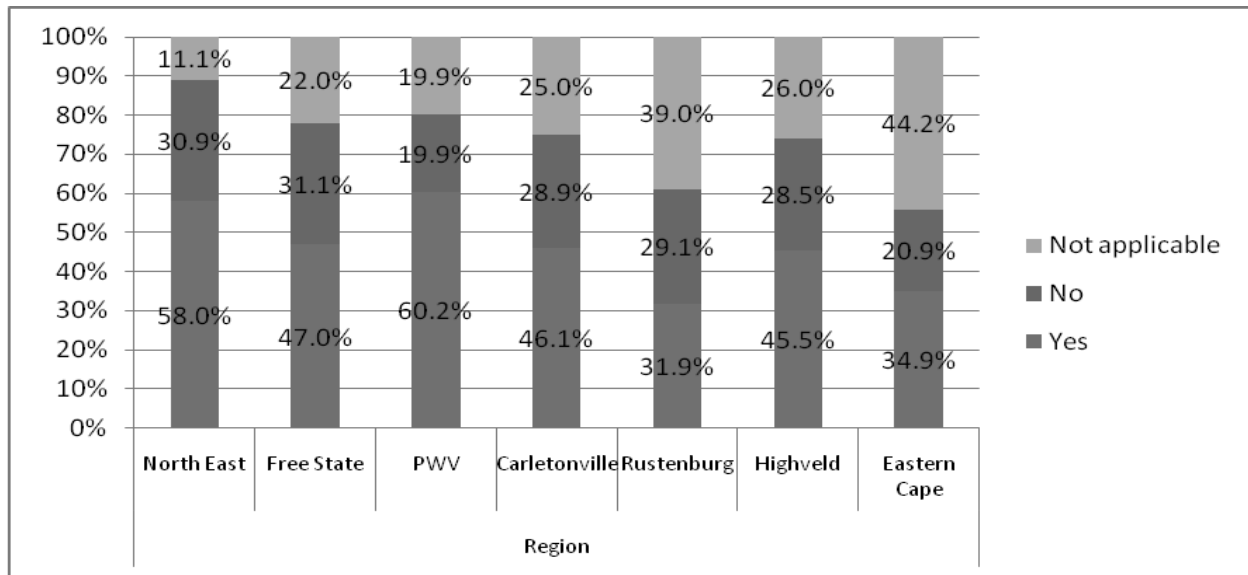
Members in Eastern Cape (27.9%) and Rustenburg (32.3%) are the least satisfied with the region fighting dismissals.

Figure 63. Does the region provide good legal advice and back-up support when members have to face disciplinary hearings?



Members in Rustenburg (32.9%) and the Eastern Cape (34.9%) are the least satisfied with the region providing good legal advice and back up support when members have to face disciplinary hearings.

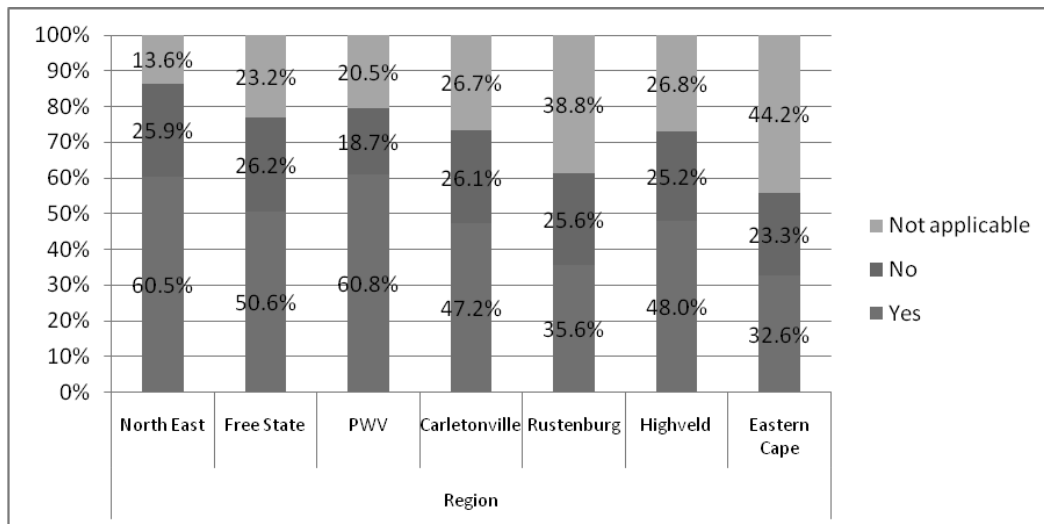
Figure 64. Does the region provide for enough education and training for members?



Members in Rustenburg (31.9%) and the Eastern Cape (34.9%) are the least satisfied with the region providing enough education and training for members.

Members in Eastern Cape (32.6%) and Rustenburg (35.6%) are the least satisfied with the region providing health and safety training for members.

Figure 65. Does the region arrange for health and safety training for branch reps and members?



We now turn to an assessment of how meetings have changed in the NUM's branches and regions.

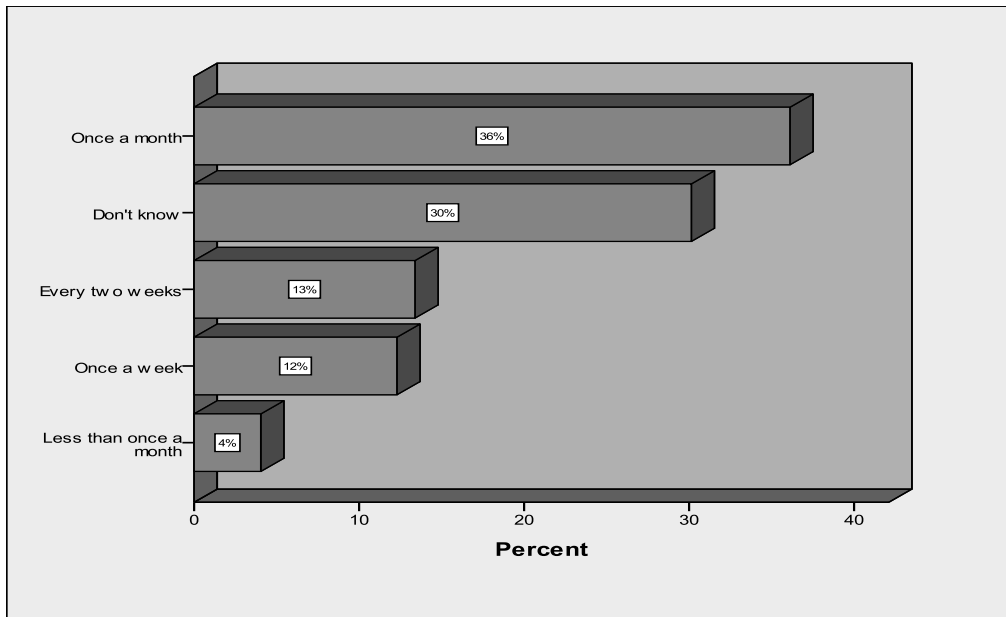


SECTION 4:

Meetings

In this section that deals with findings we consider members’ responses to questions related to union meetings. First they were asked how often branch committee meetings were held. The responses are presented in the following figure.

Figure 66. How often are branch committee meetings held at your workplace? (Figures expressed as %)



The largest category of members (36%) say that branch committee meetings are held once a month. Almost a third (31%) do not know how often their branch committees meet. Another 13% indicated that their branch committees meets every two weeks and a further 12% and 4% say that they met at least once a week less than once a month. This shows that at least 65% of members are aware that their branch committees meet regularly.

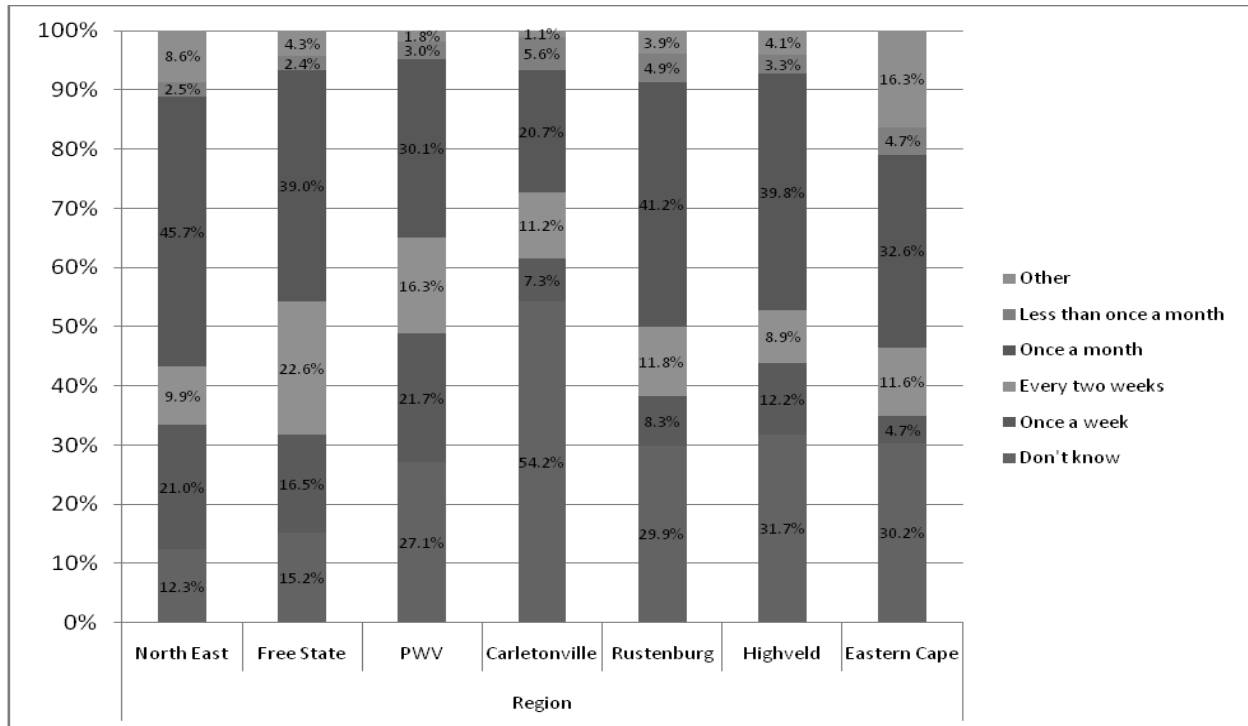
We compared the results from 2005 to 2010. The data in the following table show that members state that branch meetings have changed from being held once a week in 2005 (20%) to branch meetings now held once a month in 2010 (36%).

Figure 67. How often are branch committee meetings held? (2005 and 2010)

	2005	2010
Once a week	20%	12%
Once in two weeks	18%	13%
Once a month	25%	36%
Less than once a month	4%	4%
Don't know	31%	30%

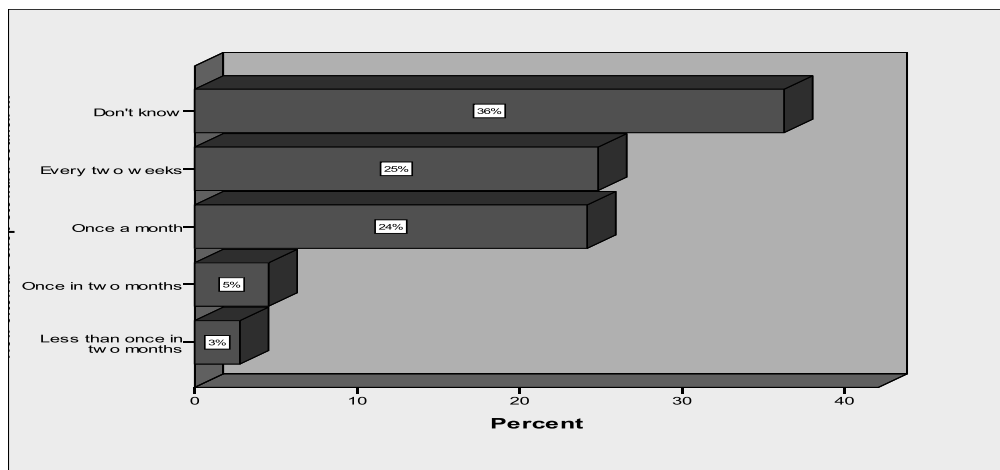
We broke meeting attendance responses down by region.

Figure 68. How often are branch committee meetings held at your workplace (by region)? (Figures expressed as %)



The data illustrate that members in the region confirm that branch committee meetings are held once a month, except in Carletonville where members do not know when meetings are held.

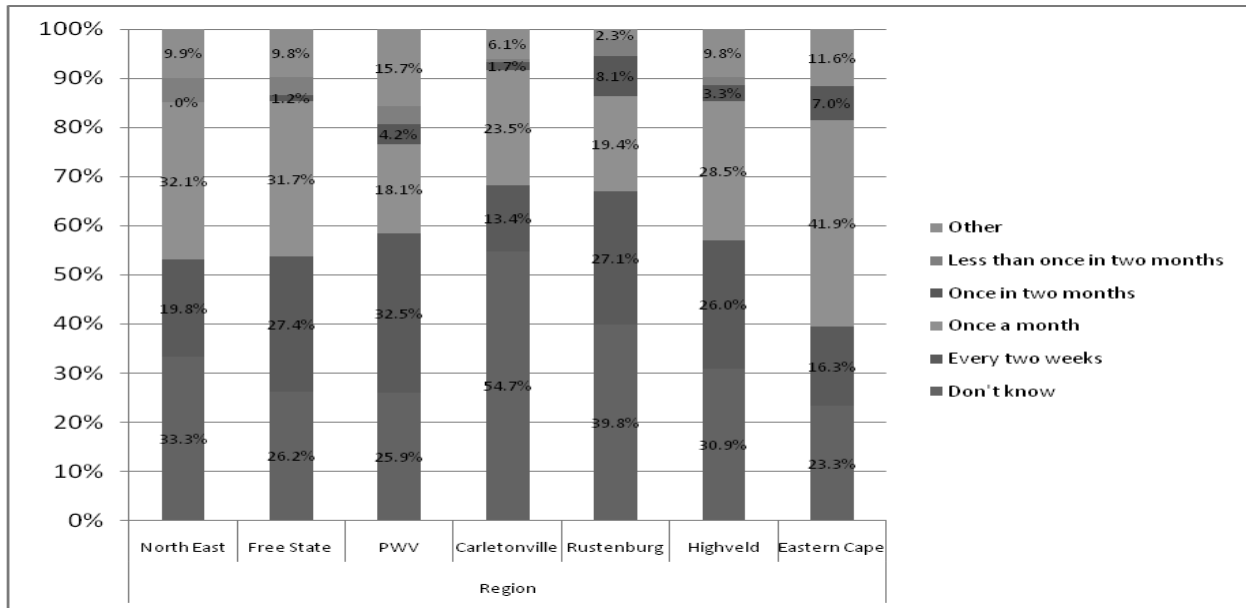
Figure 69. How often are shaft/ shop stewards council meeting held at your workplace? (Figures expressed as %)



Data in the above Figure 69 show that when asked about shaft/shop steward committee meetings, more members did not know how often meetings took place (36%). A further 25% knew that meetings took place every two weeks, and 24% indicated "once a month". This shows that at least 49% of members are aware of regular meetings of shop steward committees.

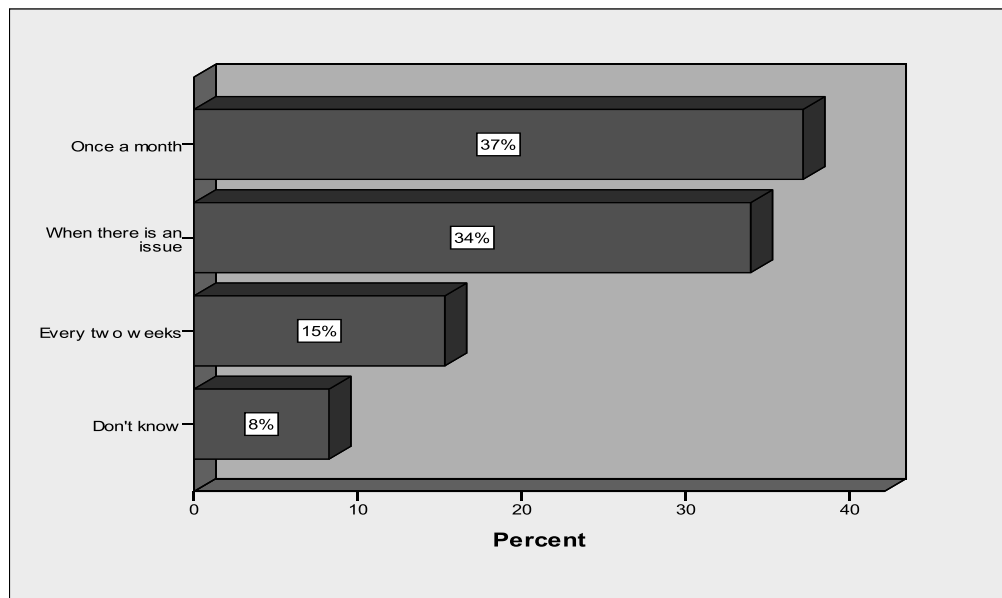


Figure 70. How often are shaft/ shop stewards council meeting held at your workplace (by region)?(Figures expressed as %)



When it came to mass meetings, it was encouraging to see that only 8% of members in the sample did not know when mass meetings were held. Over a third of members (37%) said “once a month” followed closely by members who said “when there is an issue” (34%) with 15% saying “once every two weeks.”

Figure 71. How often are mass meetings held at your workplace? (Figures expressed as %)



Over a third of members (37%) say that mass meetings are held once a month.

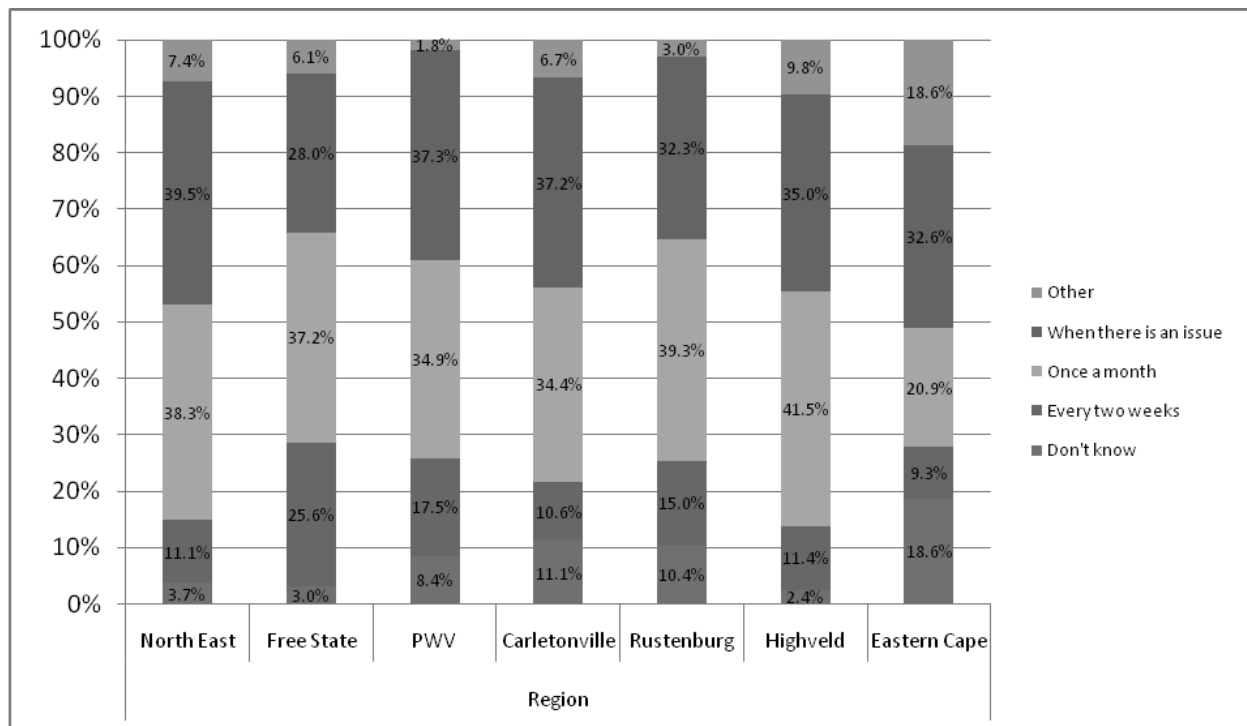


Figure 72. How often are mass meetings held? (2005 and 2010)

	2005	2010
Every two weeks	21%	15%
Once a month	31%	37%
When there is an issue	41%	34%
Don't know	6%	8%

We compared the data from 2005 to 2010 and found that mass meetings have shifted from being held every two weeks in 2005 (21%) to once a month in 2010 (37%).

Figure 73. How often are mass meetings held at your workplace? (Figures expressed as %)

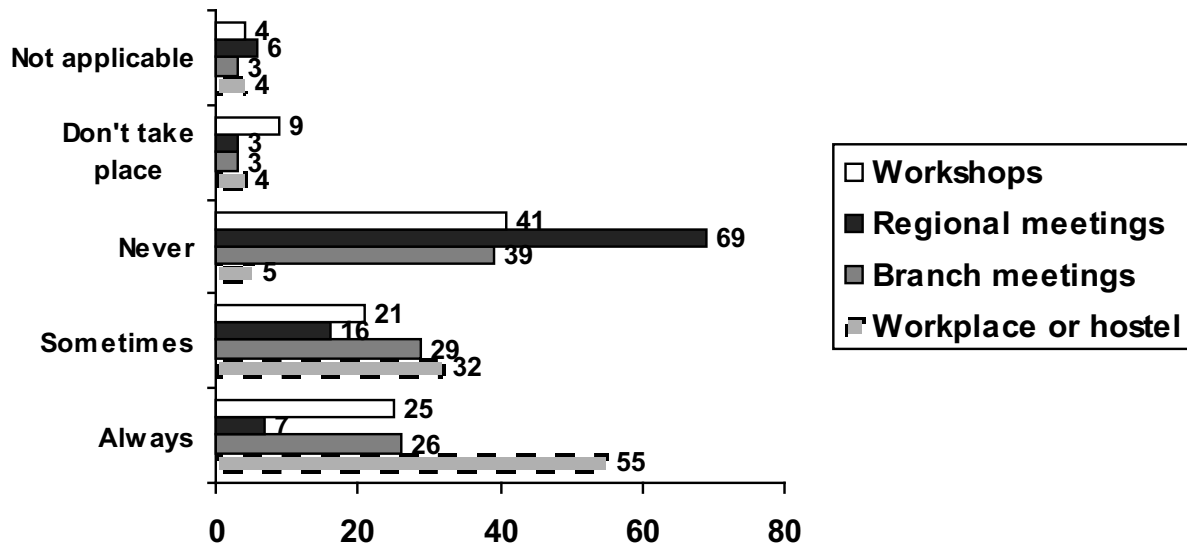


We broke the information down by region and found that mass meetings are held when there is an issue in PWV (37.3%), Carletonville (37.6%) and the Eastern Cape (32.6%).



We then asked members how often they attended these meetings:

Figure 74. How would you rate your attendance of meetings? (Figures expressed as %)



The data show that,

- Workplace or hostel meetings are attended by most members – 55%
- Over two thirds (69%) of members indicate that they never attend regional meetings
- More than a third (39%) of members indicate that they never attend branch meetings

Members expressed a number of opinions regarding meetings during the interviews and focus groups. At Harmony in the Highveld, for instance, a 47 year old boilermaker said: **“There is a need for more young people in the union structures. The problem here is that young people are running away from the union... they do not want to attend union meetings.”** Another felt women were not attending meetings, a common concern: **“NUM branch should speak to women to attend union meetings in large numbers.”** A 50 year old loco driver wanted more contact with NUM officials from head office: **“NUM head office should regularly send its officials to branch general meetings in order for the general members to get an opportunity to interact with them.”**

A Tshepong in the Free State, a member explained: **“I attend hostel meetings so that I can know when there is a workers strike. I do not attend branch meetings sometimes, as I am not aware of them. I do not attend workshops as I am not aware of them when they take place.”** A 41 year old lamp lady said: **“When you go to meetings, you get information on what’s going on what’s going to happen. And information from management.”**

At Anglo Platinum in North East, a member said: “Mass meetings don’t take place as they should, the last was in January. The union only calls for a meeting when management decides and wants to inform workers about something.”

To conclude this section, workplace or hostel meetings are attended by most members – with 55% saying that they always attend such meetings. Understandably, 69% indicated that they never attended regional meetings. It is disturbing however, that 39% – more than a third of members – indicated that they never



attended branch meetings. In order to find out more about this, we broke down the attendance of meetings by where members live during work. The concern here is that with more members not living in hostels that the attendance of meetings would decline. We do find a slight decline when we compare those who live in the hostel's attendance of mass meetings to those who do not live in hostels. For instance, 61% of those who live in single-sex hostels always attend mass meetings and 59% of those who live in hostels with family units always attend, compared to 53% of those who live in family homes who always attend and 50% of those who live in informal settlements who always attend. Hence, those who live in informal settlements seem least likely to attend mass meetings. There must be a concerted effort made to move meetings to the end of shifts, and the union to control buses.

We now turn to a closer analysis of two matters – the organising of women and the issue of subcontracting and illegal mining.



SECTION 5:

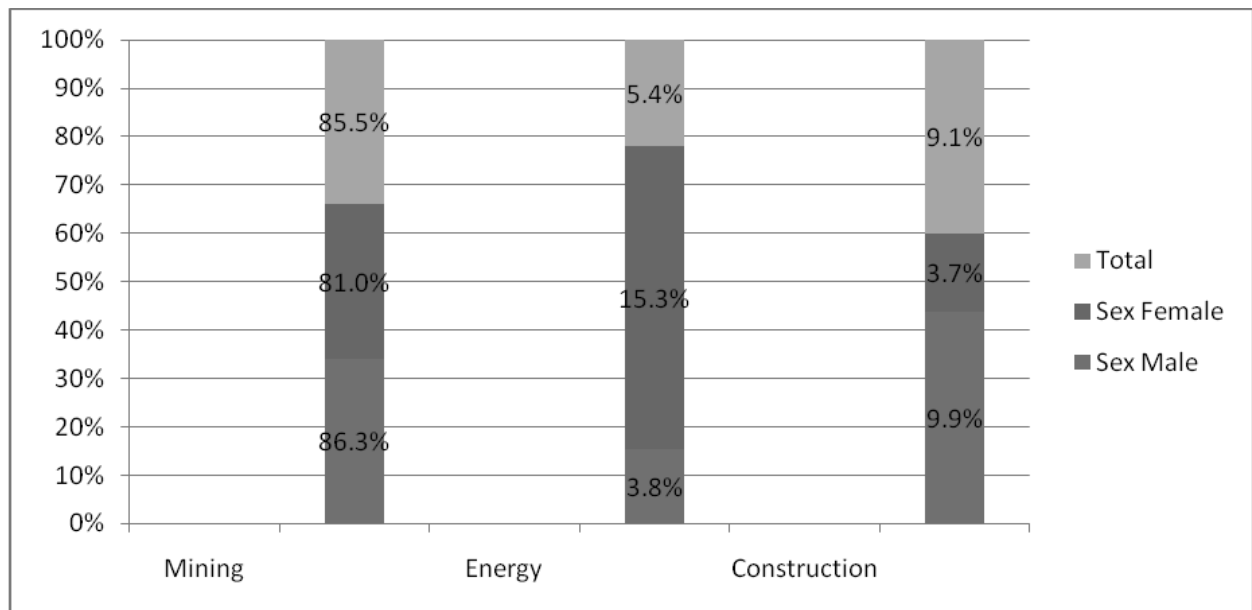
Specific Servicing Themes

The servicing of women members

The general picture

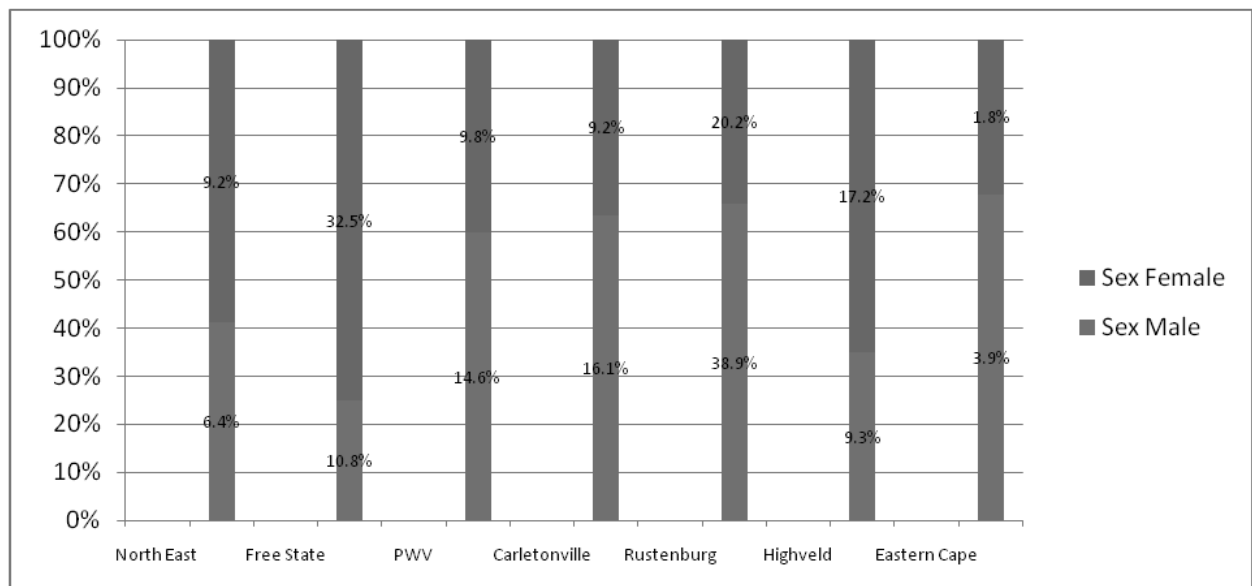
Women in our sample were mostly employed in the mine sector (31%) (predominantly in platinum mines, followed by gold mines) and some in Eskom (15%).

Figure 75. Gender composition by sector



Women are employed in the regions of Free State (33%), Rustenburg (20%) and Highveld (17%).

Figure 76. Gender composition by region





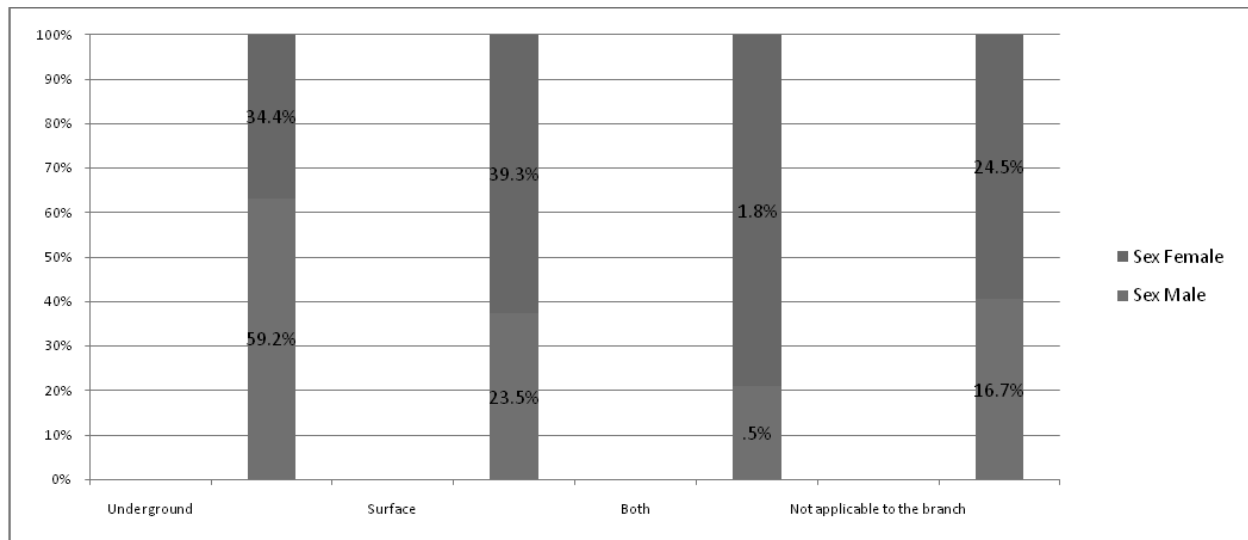
Women were generally younger than men, at a mean age of 37 years compared to a mean age of 41 for men.

Figure 77. Average age of NUM male and female members

Sex	Mean age	N
Male	41.28	1025
Female	36.79	163
Total	40.66	1188

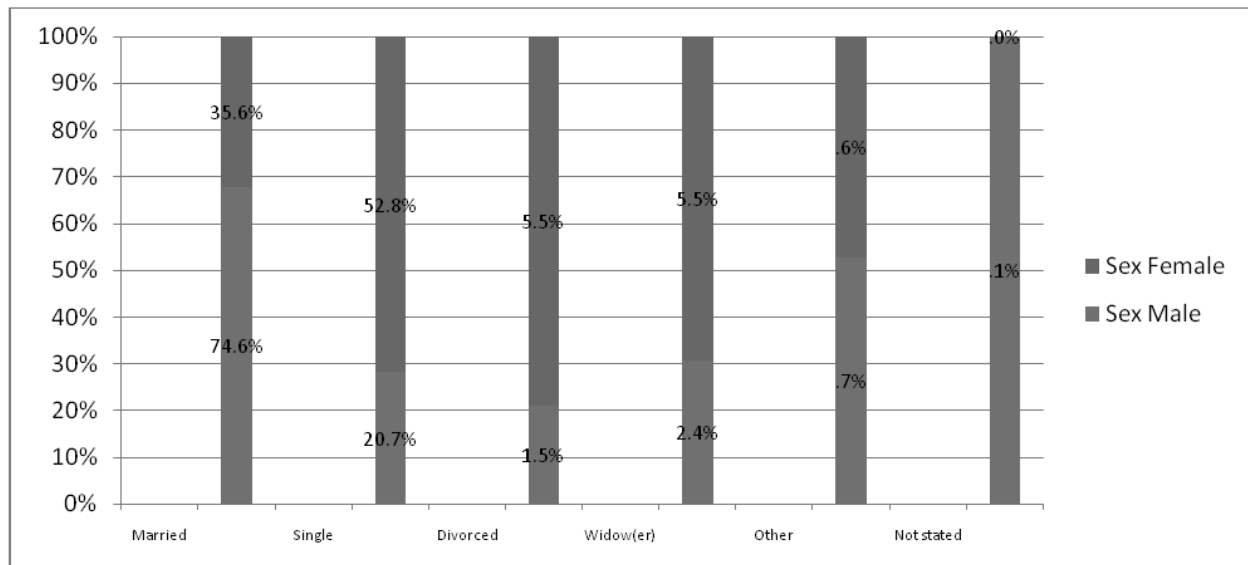
Women tend to work on the surface (39%) followed by working underground (34%).

Figure 78. Gender composition of whether you work underground or on the surface



Women members tend to be single (at 53%).

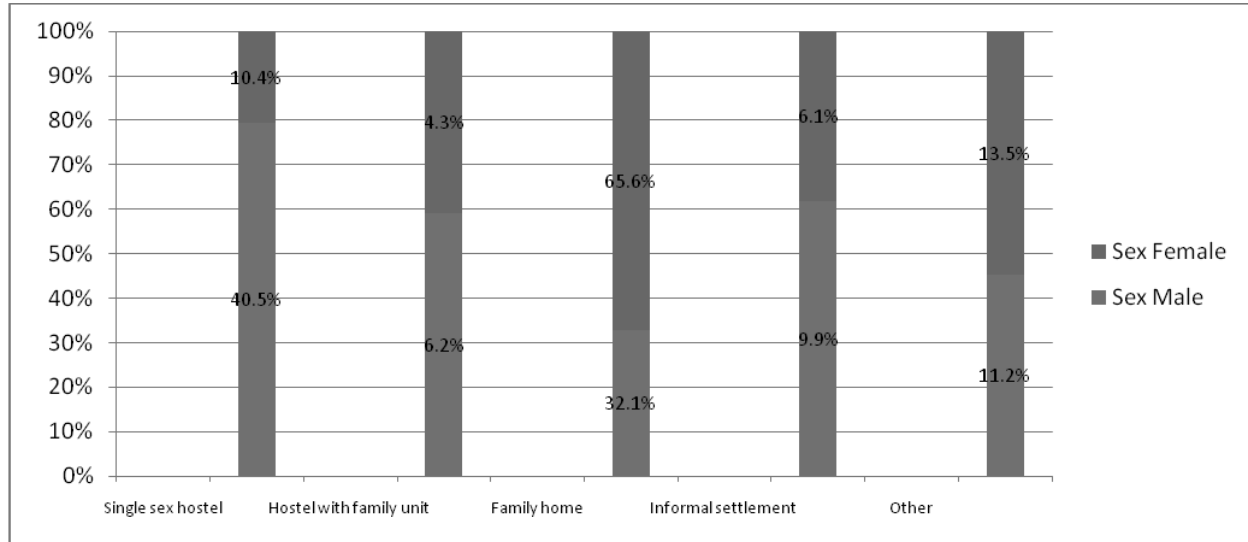
Figure 79. Gender and marital status





Women members also tend to live in family homes.

Figure 80. Where do you live where you work and gender



As discussed earlier in the report, women on average now earn more than men – with R6,634 per month [R2,898 in 2005], as opposed to the R5,535 monthly average for men [R3,306 in 2005] (only on surface and not underground). It must be noted that there were 56 women in the sample (which is 34% of the sample of women) who work underground.

Figure 81. Gender composition of average wages per month before deductions by gender

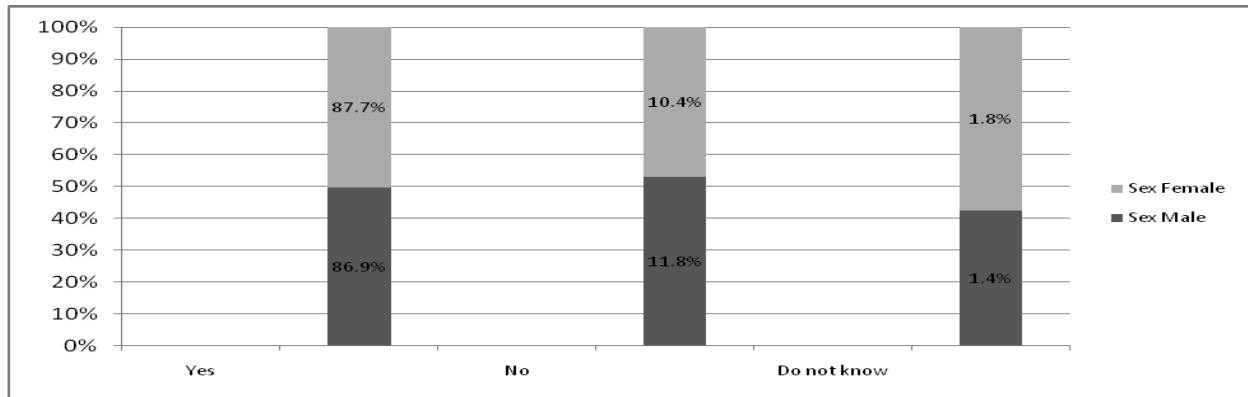
Sex	Mean wage per month before deductions	N
Male	R5 534.52	1005
Female	R6 634.14	158
Total	R5 683.91	1163

Thus women who work underground earn slightly less on average than men per month, at R4,744.40 per month compared to R5248.91 per month for men.

Figure 82. Gender composition of average wages per month before deductions and surface/underground worker

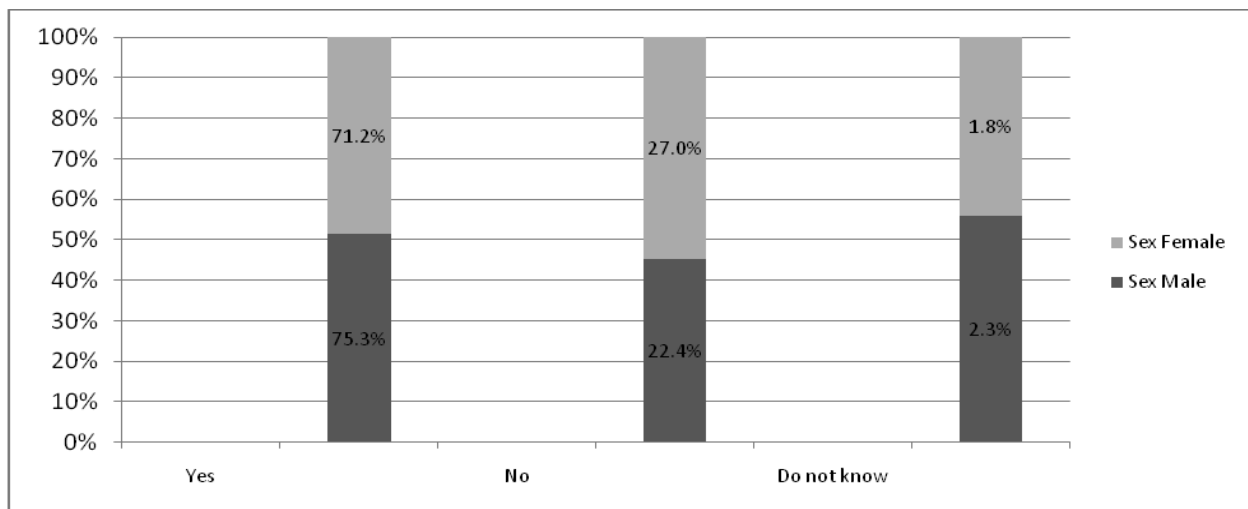
Sex	Do you work underground or on the surface?	Mean wage per month before deductions	N
Male	Underground	R5 248.91	599
	Surface	R5 848.75	235
	Total	R5 534.52	1005
Female	Underground	R4 744.40	55
	Surface	R5 873.37	62
	Total	R6 634.14	158
Total	Underground	R5 206.48	654
	Surface	R5 853.89	297
	Total	R5 683.91	1163

Figure 83. Does the branch actively organize women workers? (By gender; Figures expressed as %)



The Figure above indicates that 88% of female NUM members believe that the branch does actively organise women workers.

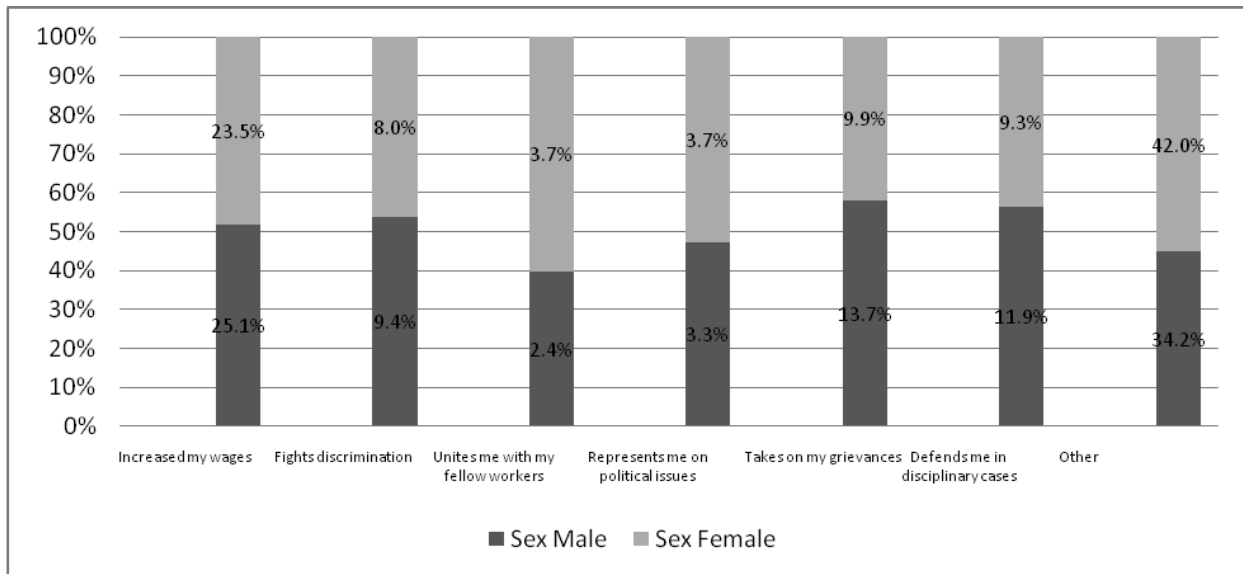
Figure 84. Are women members adequately represented by the NUM? (Figures expressed as %)



The Figure above also indicates that 71.2% of female NUM members believe that women members are adequately represented by the NUM.



Figure 85. What is the most important thing which the NUM has done for you (by gender)?



Data in the figure above suggests that 25.1% of female NUM members believe that NUM has increased their wages but 34.2% of them believe that the NUM has not done anything for them (as represented by the “other”).

Figure 86. What is the most important thing which NUM has done for all mine, energy and construction workers generally (by gender)?

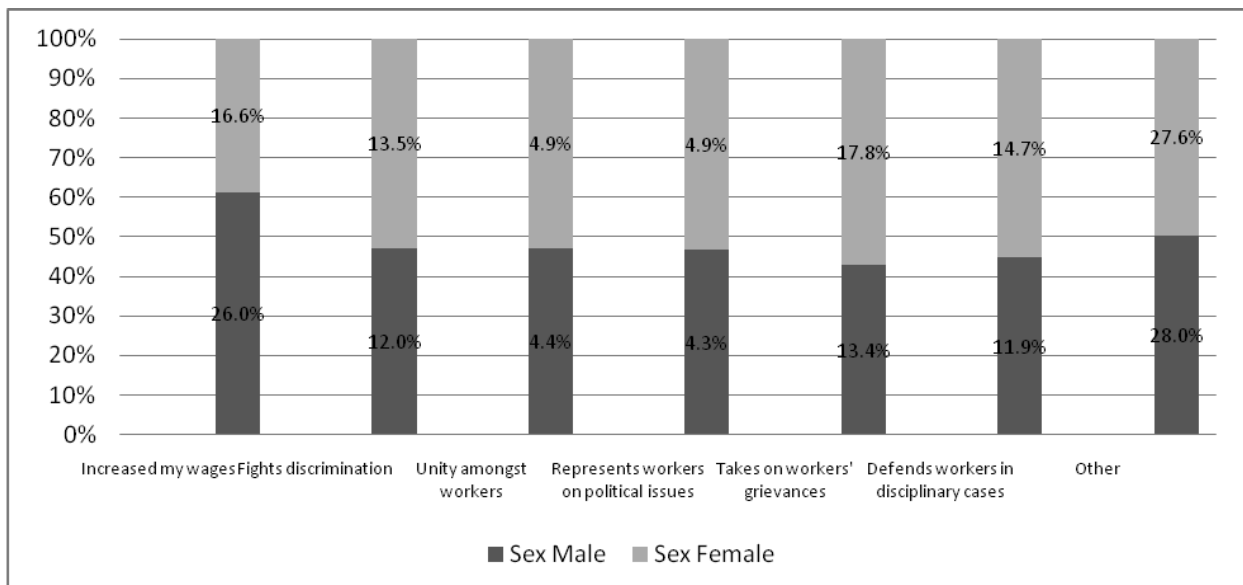
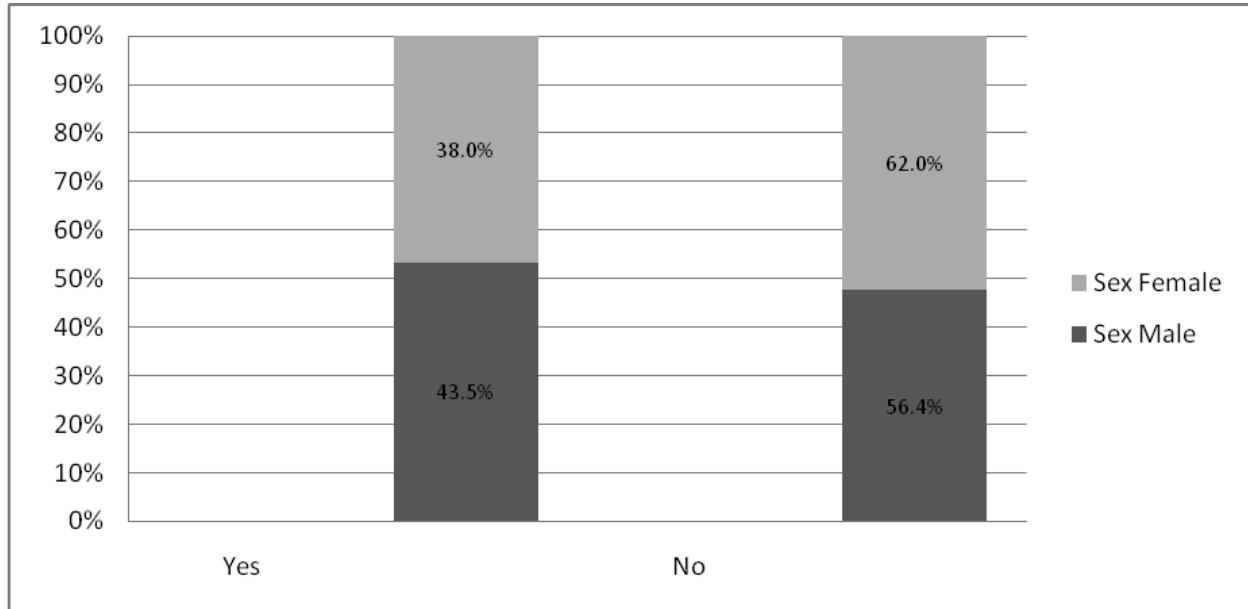
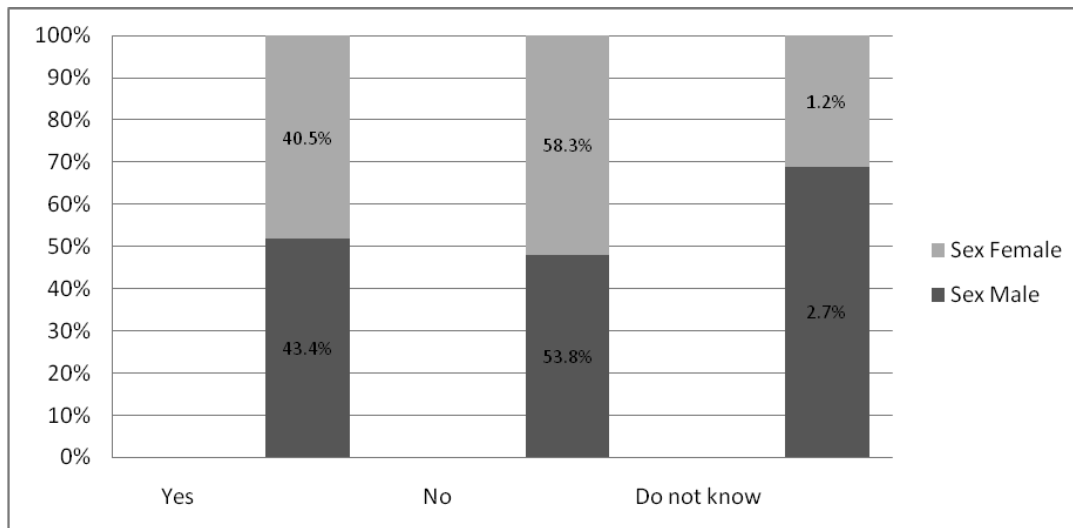


Figure 87. Have there been any issues on which the NUM (including its leadership and officials at all levels) has disappointed you? (by gender)



Data also suggest that the NUM has not disappointed 38% of female NUM members as individuals.

Figure 88. Have there been any issues on which you think the NUM has disappointed mine, energy and construction workers in general? (by gender)



Similarly, 58.3% of female NUM members believe that the NUM has not disappointed mine, energy and construction workers in general.

The figures above suggest that female NUM members (39.3%) rate their branch as average, which is slightly higher than the average, rather than as strong.

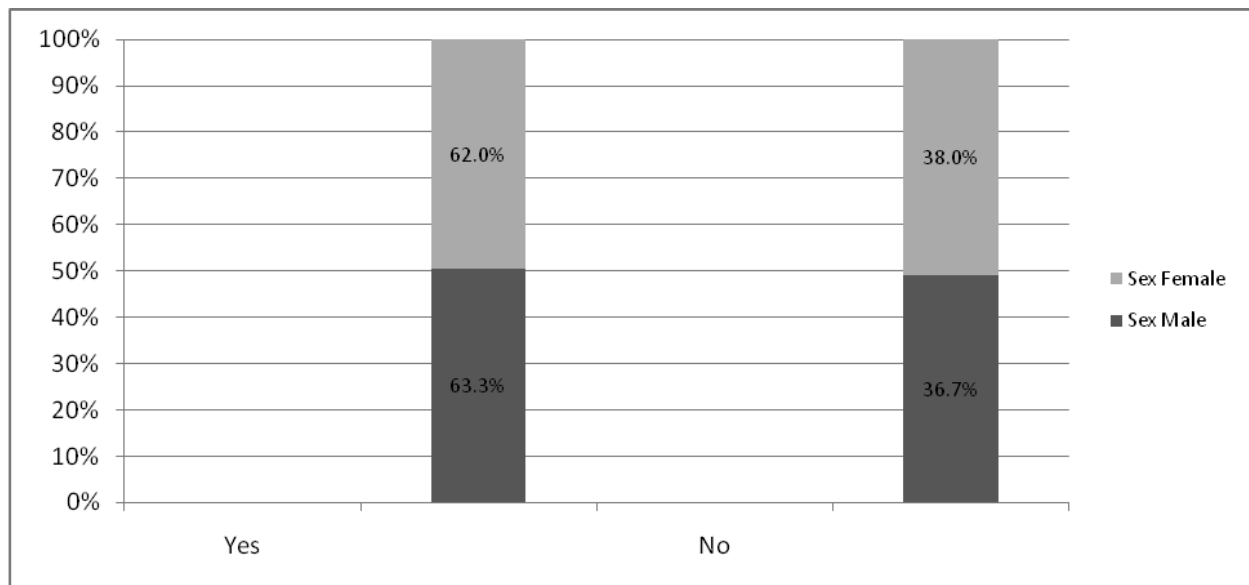


Figure 90. Composite servicing index by gender

Sex	Branch (0-21)	Region (0-12)
Male	14.6	6.2
Female	14.8	5.9
Total	14.6	6.2

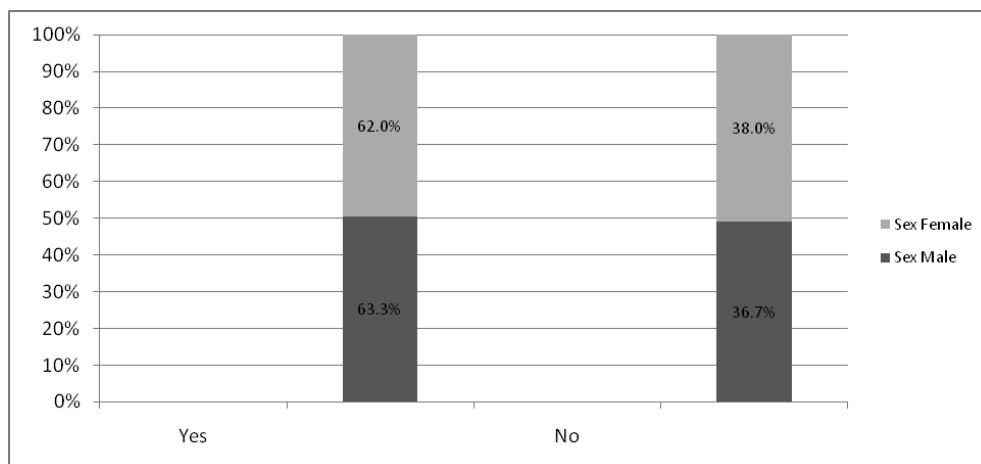
Data in the above table indicate that female NUM members' score of their branch services (at 14.57) is slightly higher than the average score but score the region (5.9) slightly lower than the average.

Figure 91. Do you know who your full-time health and safety officer is?



Data above indicate that 62% of female NUM members know who their full time health and safety officers are.

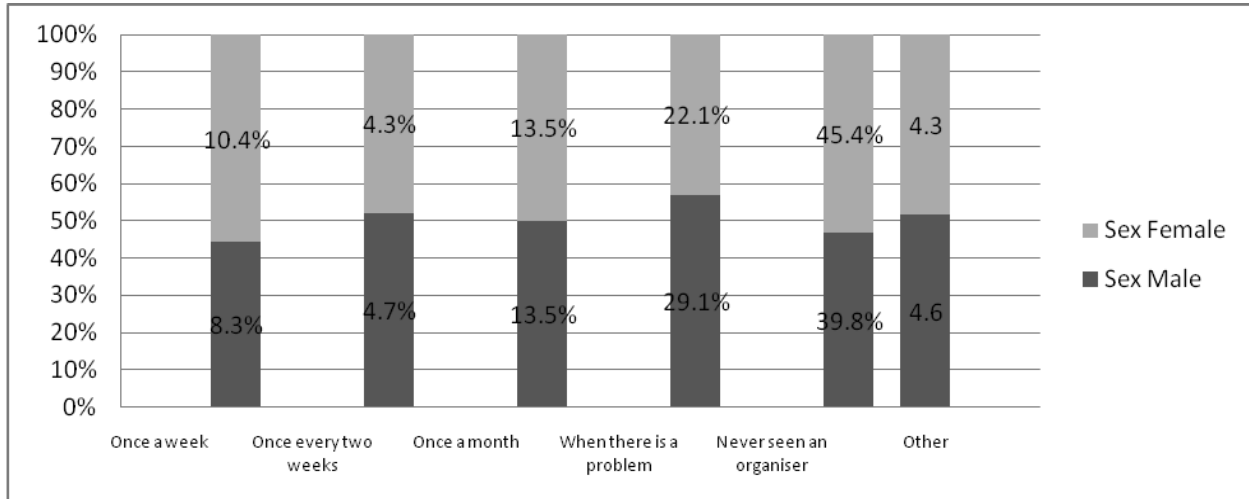
Figure 92. Do you know who your local/regional organiser is? (by gender)



Also, 68.3% of female NUM members do not know who their local/regional organisers are.

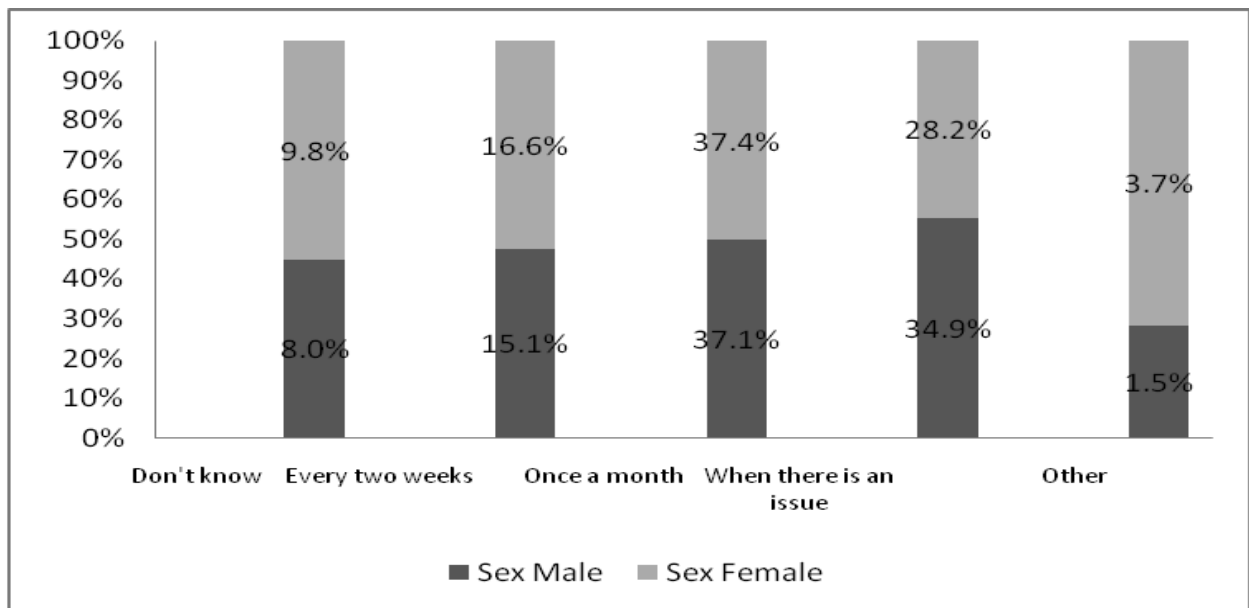


Figure 93. How often does the union organiser visit your workplace and provide back-up services to NUM members (by gender)



Data furthermore indicate that 45.5% of female NUM members have never seen an organiser, followed by 22.1% who say that they see an organiser when there is a problem.

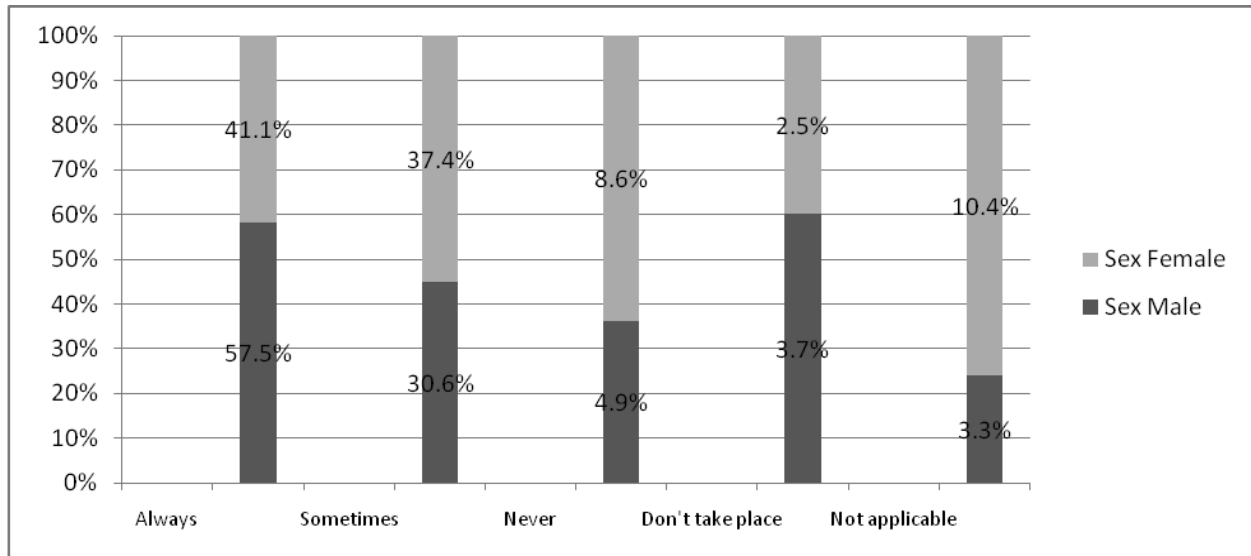
Figure 94. How often are mass meetings held at your workplace (by gender)?



37.4% of female NUM members say that mass meetings are held once a month at their workplaces.

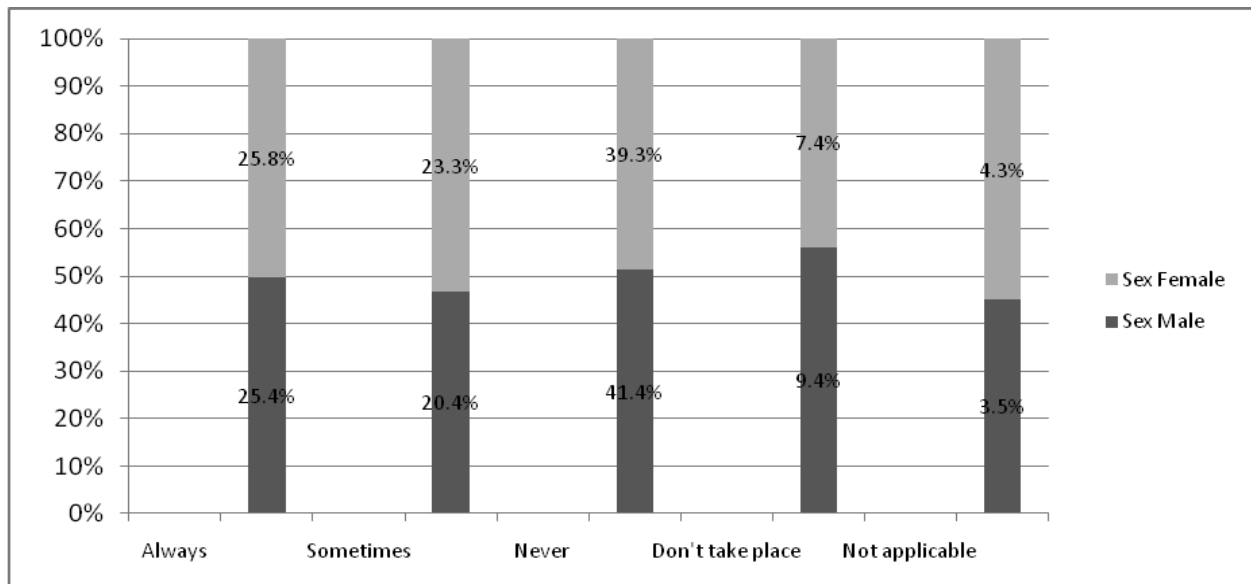


Figure 95. How would you rate your attendance at workplace or hostel meetings (by gender)?



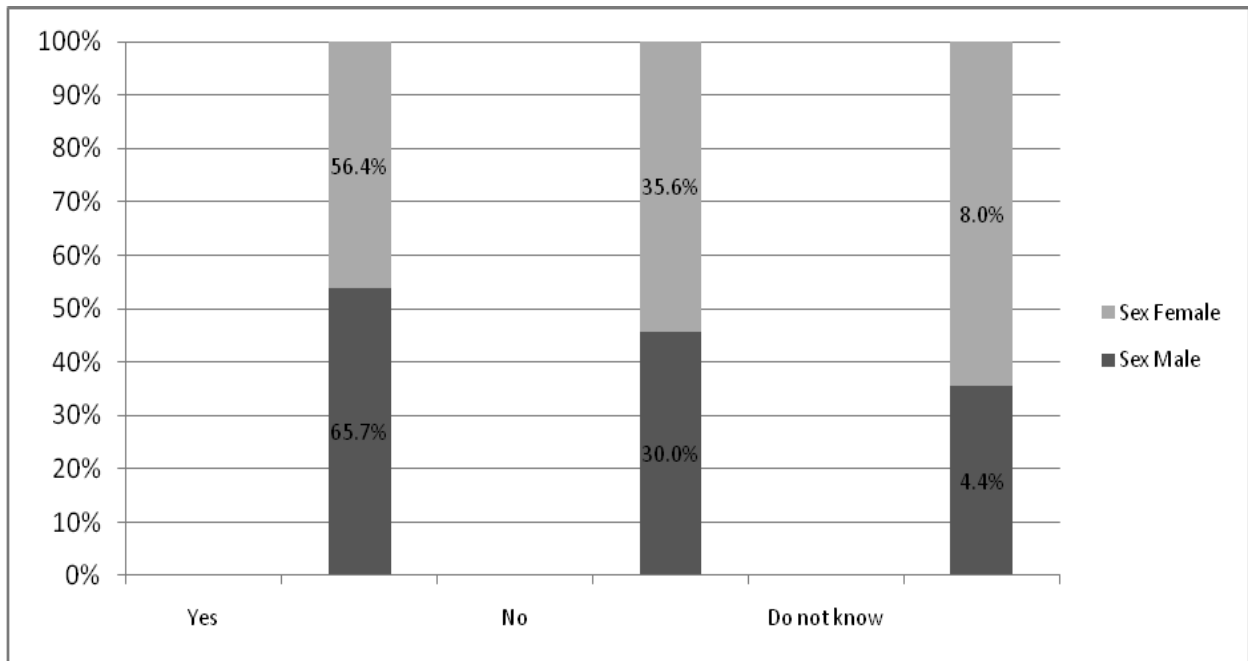
The data indicate that 41.4% of female NUM members always attend workplace or hostel meetings followed by 37.4% who sometimes attend.

Figure 96. How would you rate your attendance at training workshops (by gender)?



39.3% of female NUM members never attend training workshops followed by 25.8% who always attend.

Figure 97. Does the branch actively organize contract workers (by gender)?



56.4% of female NUM members believe that their branch actively organises contract workers.

Figure 98. Overall servicing index (NUM overall) by gender (values from 0-12)

Sex	Mean	N
Male	8.2	1026
Female	8.6	163
Total	8.2	1189

The data in the table above indicate that female NUM members (8.6) rate the services provided by the NUM slightly higher than the average.

Structures and meetings

At some branches, there are no gender structures in operation. At Eskom East London a 26 year old female technician said: "The region must come to the branch and organize women and form women's structures." Members of the focus group contradicted him though. They said the revival of the branch was spear-headed by women, and all those who took part in the discussion agreed that they are very strong. But they said women members of Indian and coloured origins were non-existent in the structures of NUM and thus it is very difficult to get the balanced issues that affect all women, and this is attributed to stereotypes white and Indian people have about NUM.

At Eskom Pretoria (Merlyn Branch), respondents said that they don't know about women in the union because they only know one male who organizes the union in their work place. There is no clear programme of women mobilization and recruitment, nevertheless the women are joining the union. At Blitz Bricks Concrete Construction there are no women who are members of NUM because the company does not have women employees. At Grinaker, members said there were very few women at Grinaker and that makes it impossible



for the Branch to have many women in its structures.

At Lafarge (Port Elizabeth), women did not attend branch meetings regularly and, according to the focus group, they had shown very little interest in the union activities; according to the members, they were only active in activities such as HIV/AIDS workshops and awareness campaigns at work. In general, workers indicated that NUM members at Lafarge struggle to attend meetings due to logistical problems: transportation of members to such meetings is the huge hindrance. They indicated that it's difficult to assess the strength of women in their branch due to inconsistent attending of meetings.

At other branches, structures were set up, but are floundering. "A female worker used to organize women workers effectively but then she was sidelined when the new office bearers took office. The new and old branch are not on talking terms now and there has been no transition," said a 51 year old male at Tshepong.

At some of the branches, such as Masimong, women structures were in operation, but branches had to deal with patriarchal sensibilities amongst members.

There was a general concern that women do not attend meetings. This is an age old debate in trade unions, since women are often burdened with household and child care responsibilities at the times when union meetings are held. "Women workers should be informed about meetings so they could attend," said a male general worker, 29 years old. "NUM branch should speak to women to attend union meetings in large numbers," said a 44 year old male engineering helper. At one of the Free State mines, member said women had a poor record in attending the union's branch meetings, but related this to the fact that the majority of the women have to walk long distances to and from work, since they do not stay in the mine compounds.

At Cooke 3 Uranium, members of the focus groups felt that women were not adequately represented. But they blamed women themselves for this. "Women do not attend meetings – maybe because they are new members," said a member. "They are well represented although they do not participate actively by taking up key role within the NUM branch but they do attend meetings," said another. "They are well represented although they do not participate actively by taking up key role within the NUM branch but they do attend meetings," yet another.

Some women felt the NUM could do more to change the macho/male occupational culture. "NUM must teach men to respect women. NUM must organize workshops to teach people about discrimination. Officials must not save for their own interests, they must have workers interests at heart," said a female loco driver, 29 years old. "They must put women in all structures. The union is male dominated at the branch, regional and national levels," said a female safety rep, 27 years old. There seems to be some support for this among some men, at least: "We also want to be led by women because they have the capacity to lead us," said a 56 year old male. Other men were more patronising: "Women do not know what a union is. They only want great things to come to them. So, they should be schooled properly on what a union is," said a male artisan, 48 years old.

At Harmony Masimong, an incident was related by members of the focus group. "Women are not ready to occupy leadership positions in the NUM branch," said one male interviewee, who said he has been in this mine for many years back. He further said most of the women in the mine have husbands, and that often causes problems if a woman is elected to a political position without consent of the husband. A case in point according to the interviewee, was when a woman was elected to a position of NUM, her husband (who works somewhere in North West Province mines) heard about that and he immediately went down to Free State to instruct the wife to resign with immediately effect. Indeed the woman resigned. For that reason, the interviewee felt that, even if the women can be judged fit to hold leadership positions, they are still compromised by their marriage commitments.



According to some of the workers at Impala Platinum, women members hardly attend any of the NUM meetings and some of the members who took part in the discussions blamed the NUM branch leadership for the exclusion. They pointed out that women's training and development was blocked by the NUM officials who take themselves to workshops and learnerships that were meant for women in the branch. Some also alleged that the NUM has also failed to fight for widowed women to take their husbands' places and decided to recruit new male workers instead.

At Amandebug Anglo Platinum, women had their own active structure, but there was only one woman in the branch committee; something which some members felt was unfair, since women were very active in the union activities. But in one of the focus groups there was some resentment about women. Here members said it was difficult to have women well represented because they are not committed to union activities, they do not attend meetings, but they are just favoured. "When they came they were like gods," said a member, "and they were treated well and yet working with them make us suffer, as it is like doing extra duties for them."

Working underground and on surface

The Mining Charter set a certain target for women who should work underground by 2010. We found that there are some levels of resistance to this, both from male and female members. For example, a 32 year old female underground assistant from Tshepong in the Free State said: "Women should work on surface not underground. Underground is not good at all [even] for men – there are heavy things to carry and you walk long distances." A 40 year old male machinist from the same mine said: "Haai! That's a tricky one. Women should not go underground. That place is not suited for them but then there is nothing we can do for them because they say are poor, but it is better for them to work in the surface."

What happens underground is that workers make informal arrangements around the tasks allocated to women. A 59 year old engineering crew members said: "We the men always try to support the women, particularly those working underground since they are weak." A 40 year old male said: "They must give women tasks they can handle." Said a 48 year old female loco driver: "They should try harder to put women in good positions so that there is a balance." A 25 year old male winch driver said: "In as much as it is good, women tend to hold up the work progress. As they are slower and weaker than men." A 40 year old male loco driver said: "Women are struggling to cope with working underground. It's too hot and needs people with stamina." A male winch operator, 45 years old: "Women workers are unable to cope with hard labour underground." A 57 year old male, who works in the stores: "Women workers are working under unfavourable conditions and NUM office bearers are not taking an initiative." A 63 year old male office helper: "I feel that women are not suitable to work underground, they belong in the offices where there is a good environment for them to work." And a 69 year old male: "Women do not have the physical strength which men carry. So I don't think it's good that they are working underground...maybe they should only work on the surface."

Allocating specific tasks to women caused some resentment among men. "The women must do everything the men do, so we can almost be one thing despite gender differences, so we can have equality – they must work in mine teams because they don't work in some areas where we men work," said a male worker from President Steyn. A 28 year old male survey assistant said: "The work underground is very tough for women and then they will have to be paid the same as men when they are not able to work as hard as men." "The management must treat us equally with women," said a 51 year old mine assistant.

But women also feel discriminated against. As a 22 year old female construction worker said: "They are forced to do hard work that requires a lot of manual labour which they find difficult. Also they are not treated properly by colleagues/team leaders when they are sick (e.g. period pains). They get negative comments like this is not a clinic but a mine."



Other male members have more nuanced opinions. They say it does not depend on whether the person is a man or a woman, but individual characteristics. "Some women are strong at the workplace and others are not, otherwise they are treated fairly – they are even able to get promotions," said a male development team leader, 53 years old. A 61 year old machine operator, a male from Mponeng said: "Women are helpful. They are same as us [men]."

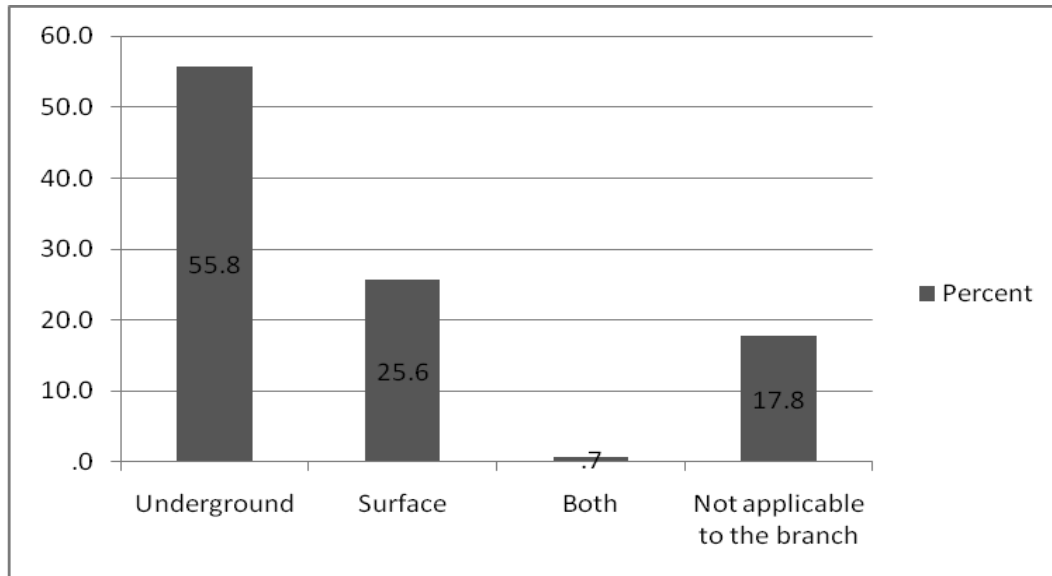
In some of the focus groups the issue of transactional sex was raised: "Women are favoured ahead of men – they engage into transactional sex." The matter caused quite a debate in one focus group specifically. **Male respondents said they work underground and they work well with women underground, even though they say some women fall in love with shift bosses so that they would be given easy tasks underground, while other women work the same jobs as men. One female interviewee, who said she worked at the Human Resource Department, alleged that sex did take place underground, as she and others have constantly seen used condoms coming from underground in rubbish bins. However, another female interviewee disputed this, but did not want to give specific reasons for this.** The members admitted that they had not reported the issue to the union or management, because they don't have concrete evidence and a used condom is not evidence enough. They said they could such matters only if they caught people having sex on the scene. As things stand, sex is going to continue underground, they said. Some women in the focus group even believed that promotion was based on sexual relationships.



Subcontracting and illegal mining

In the 2010 survey of NUM members, the majority (58%) of the sample indicated that they worked underground. Furthermore, the women in our sample indicated that they were employed by mines directly, rather than through contractors or labour brokers.

Figure 99. Do you work underground or on the surface?



It was found that most NUM members (92%) are employed on permanent contracts of employment. A further 6% are employed on fixed-term (temporary) contracts. Of men, 92% are employed permanently, with 93% women employed as such.

Figure 100. What is the nature of your contract of employment?

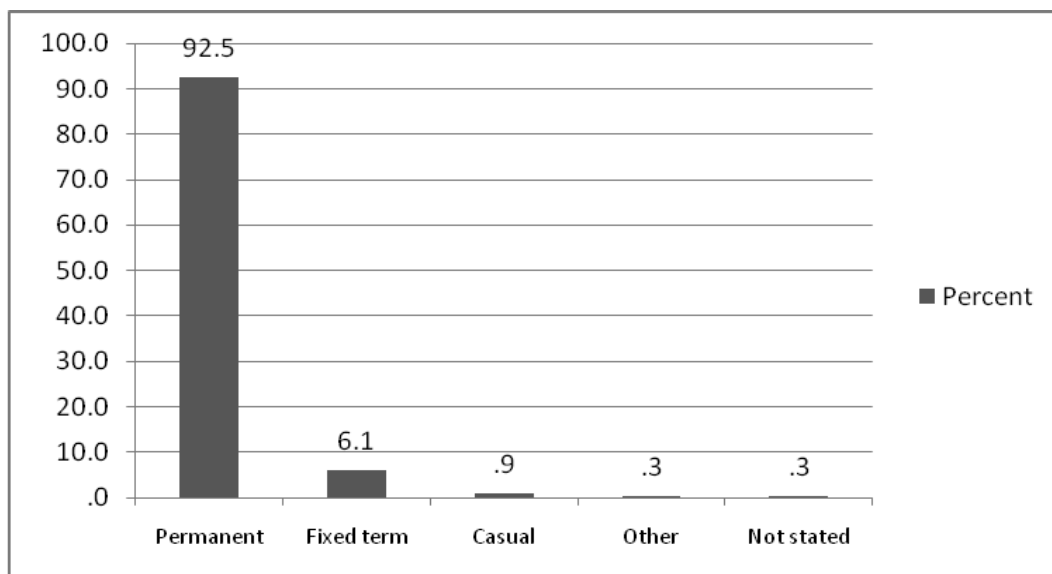
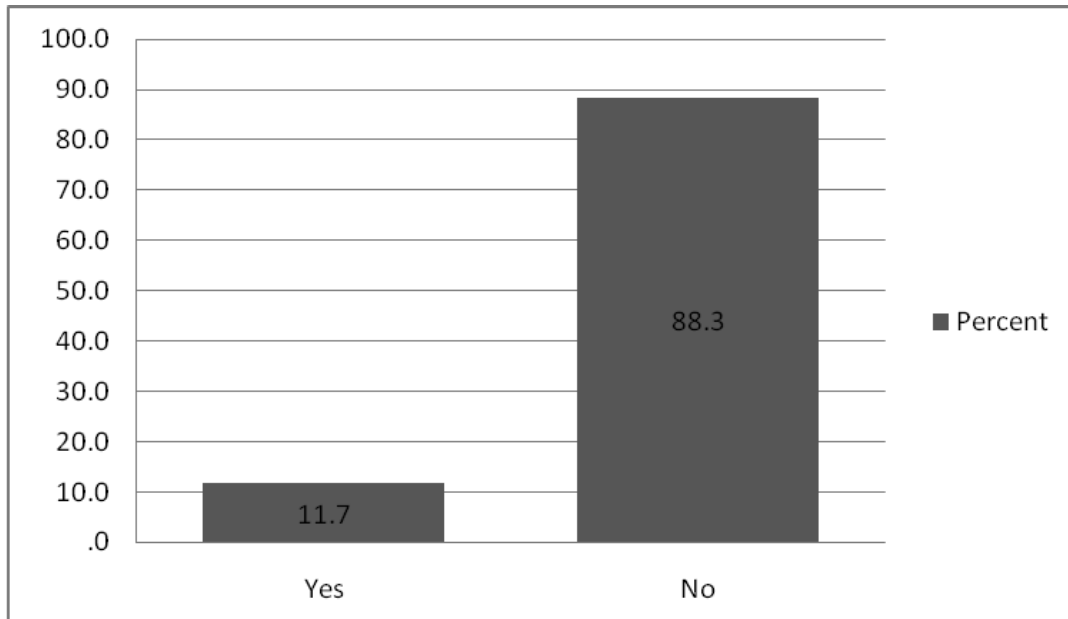




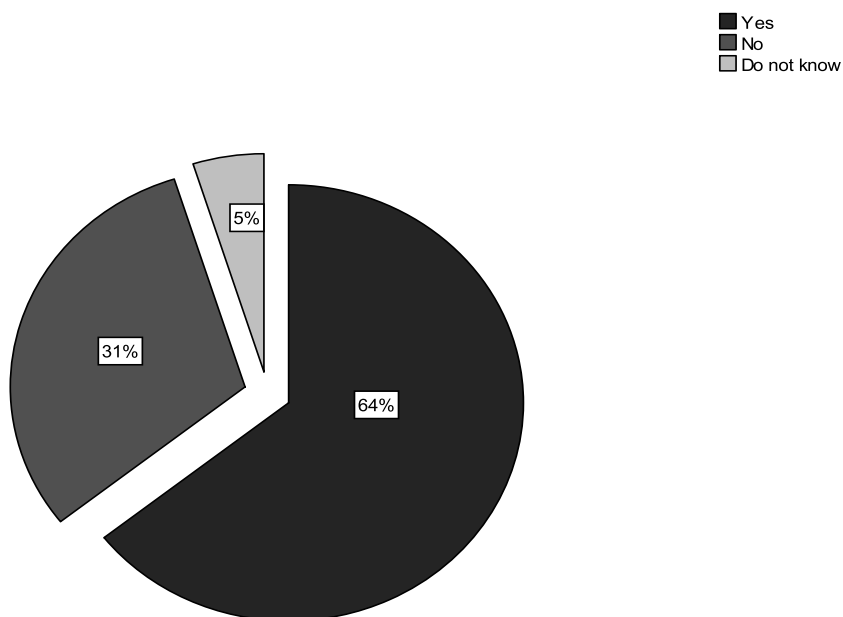
Figure 101. Are you employed by a contractor/labour broker?



Members were also asked whether they were employed by contractors or labour brokers. Of our respondents, 11.7% indicated that they are employed as such.

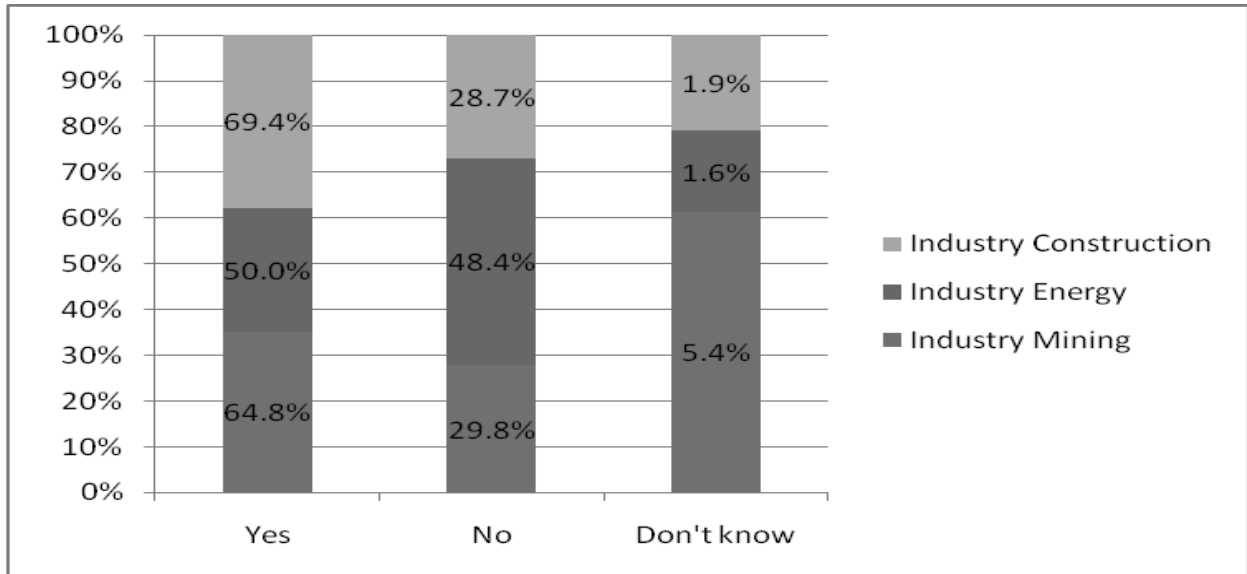
In the 2010 interview schedule a question on whether the branch actively organises contract workers was included.

Figure 102. Does the branch actively organise contract workers? (Figures expressed as %)



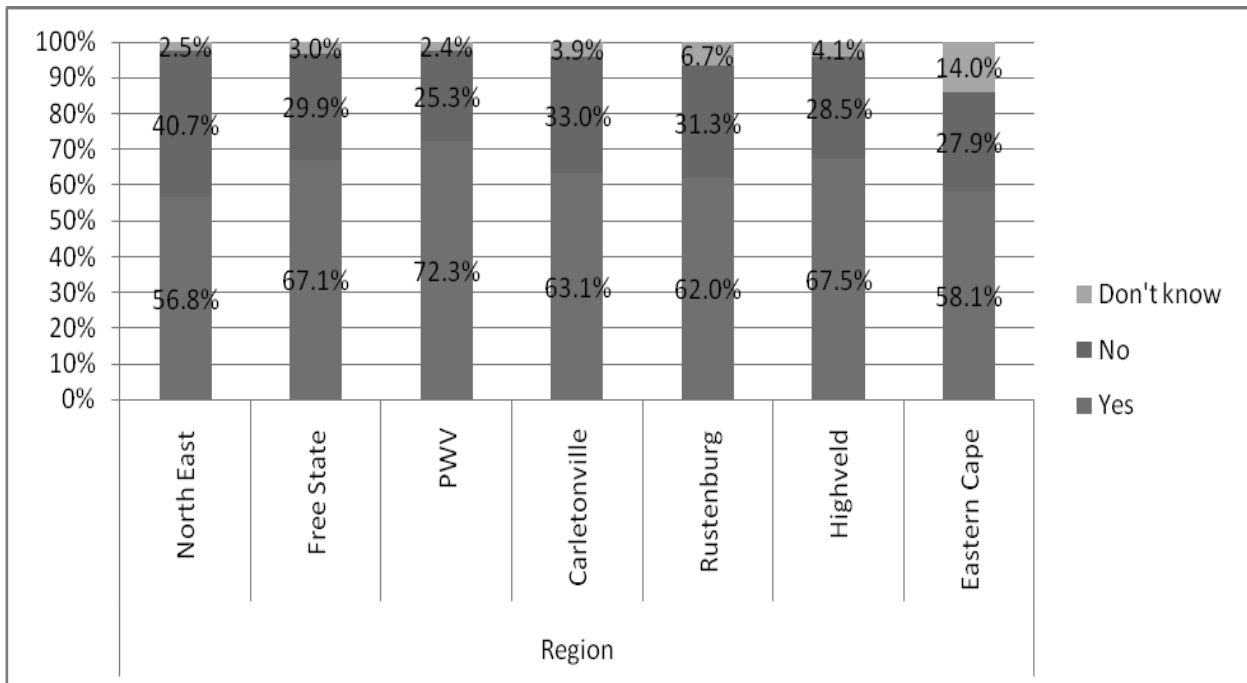
The figures above suggest that almost two thirds (64%) of the branches are organising contract workers.

Figure 103. Does the branch actively organise contract workers (by industry)?



The figures above suggest that across the three sectors, contract workers are being organised – in construction (69.4%), in mining (64.8%) and in energy (50%).

Figure 104. Does the branch actively organize contract workers (by region)?



The data above indicate that the branches in the North East (40.7%) are the most active in organising contract workers and branches in the PWV (72.3%) do not actively organise contract workers. Our findings show that subcontracting remains a serious issue and that it is one of the major reasons why members think the NUM has lost some of its power. On the Highveld, at Goedehoop Coal Mine, a female NUM safety



representative said: "There is a lack or poor representation of contract workers. The union does not tackle issues of discrimination for contractors' workers." But fortunately, while quite common at NUM branches, this was not the case across the board.

We start our survey of the data from the interviews and focus groups in the Free State, at Beatrix Mine. Contract workers complain that their safety is compromised and there are no safety standards followed in their work. Contract workers are made to work in the most dangerous corners of the mine where there are many illegal miners who normally pose a serious threat to the safety and security of these workers because, according to these workers, they steal cable from underground and this inhibits lighting in such areas. In addition, contract workers are more likely to be killed by the illegal mineworkers than other mineworkers because they normally violently take away their lamps and oxygen boxes from them. **NUM is doing very little to intervene on behalf of its members in most of the cases These workers pointed out that increasingly, more and more foreign workers are not joining NUM and as a result in most cases, the mine management prefers them to South Africans and this, according to the participants, compromises the safety of other members who** are members of NUM and want to work under certain safety standards. Contract workers face serious discrimination in the mine buses and according to these workers, in some cases they are pushed off the buses or forced to bribe the driver or full-time workers in order to be on the bus and in some cases many are left stranded at pick-up points where there is no public transport and thus compromise their jobs by arriving late. In fact according to one contract worker, "We use mine buses at our own risk" and NUM has done very little to solve this problem

At Harmony Mine, a 50 year old female engineering assistant said: "There are many illegal miners underground and these miners are abusing women who work underground. The NUM is fighting to see that those illegal miners leave." On the matter of subcontract workers, there is a more positive picture here than the previous branch. Even though contract workers do not have the same benefits as full-time mineworkers, they all get the same health and safety treatment. Despite its many failures, all the workers who took part in this focus group indicated that NUM has a 100% success in making sure that contract workers get full-time employment after a certain period of time of working as contract workers. According to the workers who took part in this focus group, contract workers hardly have a say in NUM activities; the only time they are able to raise their concerns is during general meetings. Even though sub-contract workers are enjoying the same safety conditions as those enjoyed by the full time workers, they are not entitled to use the Mine Hospital – even if they are injured on duty, as it is for the full-time workers only. Contract workers are members of NUM, but cannot attend meetings due to work commitments.

At Harmony Masimong, contract workers do go to union meetings. The union here has been very successful in fighting for the incorporation of contract workers into full-time workers. The health and safety of contract workers is given the same priority as that of the full-time workers. The number of illegal mineworkers is almost twice that of legally-employed mineworkers and they pose a major security threat to the workers underground. Some workers have been lured away by illegal mineworkers' bribes and have resigned to work as food suppliers to them (illegal mineworkers). According to the members, illegal mining is caused by the lack of employment for young people. The illegal miners do not abide by the safety standards of the workplace. Some of them will be seen walking barefoot underground. Some of these illegal miners are in possession of dangerous weapons such as guns. Sub-contract workers get little incentives compared to the full-time workers. Nevertheless, the health and safety of contract workers is given the same priority as that of the full-time workers. The interviewees could not give details of whether issues of sub-contract workers are discussed and dealt with in NUM general meetings. Illegal mining puts lives of full-time workers under serious risk as the Zama-Zama's forced the full-time workers to carry food for them (Zama Zamas). But the interviewees put it clear that workers in most of times are not forced to do this job, but do it from their will which is due to financial incentives. **Zama-Zamas often with each other using guns within the underground and this put the lives of the full-time workers under a serious risk. A member said: "Women are playing a**



huge role in carrying food for the Zama-Zama's and some of them work offer prostitution services to these Zama-Zama boys."

At Harmony Tshepong mine, contract workers are very active in the union activities including meetings and they enjoy full benefits enjoyed by all other members. On the other hand, some of the workers who participated in the group discussion debated that NUM is doing very little to cater for the contract workers demands and more and more contract workers are expelled without NUM trying to stop the management from doing that. A member said: "There are lots of illegal miners here and workers indicated that they are very violent and steal some belongs of the mineworkers."

In PWV, at Cooke 3 Uranium, the interviewees noted that sub-contractors are not organized by the union and are faced with the same challenges that they (full-time mineworkers) do. Subcontract workers work under the same dangerous conditions with the full-time mineworkers. For instance, when there a rock falls they all die, and not the sub-contracted workers or the permanent workers. According to the interviewees, the NUM is not doing anything about the safety of all workers, be they subcontract or permanent. They die underground and some get sick and are sent home to go and die. They said the only real difference between subcontract and permanent workers is that subcontract workers have much lower wages. They argue that this contributed to the need for workers to collaborate with illegal mining, because it's a lucrative business. They get anything between R10 000-R20 000 for getting food underground for the illegal miners. A loaf of bread costs R1000. Interviewees noted that management knows about these zama-zamas, and perhaps the management was involved, because they were doing nothing about it. For the interviewees is the rampant corruption involved in the mine that leads to unsafe working conditions and the NUM is failing to address these issues. Hence, the interviewees suspected that they (NUM) might be also involved in this corruption. According to the focus groups, illegal miners carry guns and recently they killed a mine worker underground, and NUM did nothing. "They also take your torch, if they meet you, putting you at risk," said a member. "Illegal miners earn a lot, about R5 000-00 per day for 3-6months they will be underground. Izinyoka nyoka are there, they carry weapons-guns and NUM do nothing about it," said another member.

At Lafarge (Port Elizabeth), all the workers agreed that contract workers were having problems and that they have never or hardly see them in their union meetings. There is no cooperation between full-time workers and contract workers to the extent that contract workers are not allowed to use the same restrooms with full-time workers as well as the change rooms. NUM has failed to create any form of communication between contract workers and full-time workers.

At Impala Platinum in Rustenburg members said contract workers are regarded peripheral and do not get much attention from the union. "The mine belongs to mineworkers and as such the union pays particular attention to needs of mineworkers, and yet we are all members of the union," said a member. Contract workers work at very dangerous areas and are paid very little. Contract workers complained that the money they get when they go on leave is too little and NUM has failed to fight for them and contract workers get only 14-15 days of leave compared to 21 or more days by other mineworkers. Also, contract workers and full-time employees have different branches and that makes it difficult for NUM to bargain. Contract workers indicated that when they want to go on strike; full-time mineworkers go on duty and that seriously undermines their efforts to get what they want. **When the mine wants to employ contract workers on full-time basis, the companies purposefully transfer such workers to other shafts/mines and NUM officials show very little or no resistance towards such actions and when one worker tries to challenge that; he is threatened with being expelled and one of the workers lamented that they (as members) have "...no protection whatsoever from NUM and companies do as they please with us..."** Contract workers are given new equipment and clothes only after a year. Largely the workers employed by subcontractors are generally subjected to extreme exploitations in this mine. These forms are as follows: they get low salaries compared to the work they are doing, and when the subcontract workers go on leave, they do not get leave payments. Subcontractors have



their own branch of NUM. This division of branches causes serious problems in terms of solidarity, especially when it comes to strikes.

At Harmony Evander Gold Mine, subcontract workers are able to join the NUM and a considerable number of them are NUM members. But they have their own structure, meaning they do not participate and sit in the same mass meetings as other NUM members. They work relatively well, under safe working conditions, but most of them earn a meagre income of R900.00. Some focus group members could not comment about the subcontract workers because according to them it is difficult to notice who is a contractor worker in the workplace and in the mass meetings of NUM.

At Eskom in Kriel, members said NUM regional officials are unable to help contract workers; many contract workers are exploited even though some of them are NUM members. According to them, there were many pending cases involving contract workers whereby the regional office has not taken any action or given any feedback. Furthermore, when shop stewards take the case involving a contract worker to the regional office, they are told that the union is meant for full-time workers, not contract workers. Contract workers who stand their ground against the exploitative company's management are expelled and their working conditions are not up to standard – many work in risky areas and as a result. Some of the members who participated in the focus groups suggested that NUM should sit down and develop an all-encompassing strategy to help contract workers no matter the length of their employment contracts.



SECTION 6: Recommendations

In this report we have looked at who the social characteristics of the members in the sample, we have provided an analysis of their expectations of services provided and how they rate servicing in general, we have discussed organisational capacity of the union at the level of branches and regions, and we have presented a picture of the state of various meetings as a service indicator.

Recommendation 1

Noting: (i) the fact that there seems to be a continued shift from hostels into family homes and informal settlements (a success of ongoing NUM campaigns) in mining branches; and (ii) the diversity in branches (small construction branches, dispersed Eskom branches, bigger mining branches, but with subcontract workers belonging to separate branches), the NUM has to supplement its model of communicating through mass meetings with a much more sophisticated communication strategy. We therefore recommend that:

- The NUM pays careful attention to meeting attendance at mines where a significant proportion of members do not live in hostels or do not use the buses for transport;
- That a local media strategy is formulated and implemented in each of the regions (in support of meetings, not as alternative), involving local community radio stations as well as local print media;
- At Eskom branches communicating through e-mail should be explored.

Recommendation 2

Noting that regions with declining or no mining branches are better at organising construction members, and the fact that there is an increased awareness of the need to organise in construction, we recommend that the major mining regions (such as Carletonville, the Free State and Rustenburg) second organisers to construction regions (such as the Eastern Cape) for short periods of time in order to study organising successes in construction.

Recommendation 3

Noting (i) the concerns expressed about members about tribalism, and the impact of this on solidarity; and (ii) the existing practice to expel members who mobilise along ethnic lines (which has been successful to some extent), we recommend that, in the interests of longer-term relationships, the NUM may want to consider addressing *deeper* concerns that relate to matters of citizenship. The analogy we want to draw here is that of non-racialism, an ideal which cannot be built by denying the fact that people think and mobilise in terms of race, especially given racial inequalities. We recommend that the NUM considers a renewed campaign against mobilising along ethnic lines by also addressing concerns of those members who feel that they are excluded from opportunities on the basis of *citizenship*.

Recommendation 4

Noting the positive increase of women in the mining labour market and the loyalty to the union of new women members, but also negative unintended consequences, we recommend that the NUM encourage regional structures to ensure that women's structures are functional and resourced, whilst guarding against sidelining women's issues from the mainstream of union activities.

We recommend that the NUM engages mining companies on the difference between policies that regulate gender and work practice underground and the reality of teams making informal decisions about work



allocation among men and women. This process should include a consideration of conditions that allow for the harassment of women.

We recommend that the NUM draws up a policy that allocates resources for child care so as to enable women leaders to attend meetings.

Recommendation 5

Given the proliferation of legal insurance schemes, and the fact that one such scheme attempted to launch a rival union, we recommend that NUM further investigate why members join legal insurance schemes and whether these schemes are set up in order to undermine the union. A task team could formulate strategies to deal with this.

Recommendation 6

Noting that the proliferation of illegal mining is not the NUM's responsibility, illegal mining is nevertheless impacting negatively on the union. We recommend that a systematic process be put in place to study examples where the NUM has combated this successfully and to learn from those successes.

Recommendation 7

Noting the increased concern about corruption in the union among members, we recommend:

- That clear policies be devised that will regulate the involvement of union office bearers and officials in subcontracting and supply activities on mines.
- That a campaign is launched against the selling of jobs – especially those in cases where the practice of “replacement” still exists.
- That the NUM's hotline against corruption is widely publicised and resources be allocated to protect whistle blowers who use this facility.

Recommendation 8

Noting that some of the NUM's mega-branches are in serious disarray (Driefontein as example) we recommend that head office, in association with the relevant regional structures, appoints a task team to intervene in the interests of members and to restore the union's credibility.

Recommendation 9

Noting allegations from members of rigged office bearer elections, we recommend that the NUM redoubles its efforts to monitor such elections effectively.

Recommendation 10

Given the continued proliferation of subcontracting, and the disturbing trend that rival unions (even other COSATU affiliates) to organise such workers into separate branches, we recommend that the NUM recommit resources to organise such members and to create a structure whereby branches for subcontract members can affiliate with the main branches of the mines or other workplaces where they actually work.



Recommendation 11

Noting that the NUM provident fund remains a bone of contention, we recommend that a communication strategy is devised or revised in order to address these ongoing concerns.

Recommendation 12

Noting the decline in visits from regional organisers to workplaces, we recommend that regional coordinators set up clear schedules for such visits (even if they are routine) and monitor the process.

