

We are serialising this ANC booklet which indicates the broad parameters within which every ANC member should exercise their right to shape the leadership of the movement.

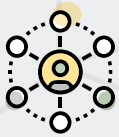


Part 4: The negative challenges in the new terrain

THROUGH THE EYE OF A NEEDLE

Choosing the **best cadres** to lead transformation

As a revolutionary organisation, the ANC needs **REVOLUTIONARY cadres and leaders**. An ANC leader should **UNDERSTAND** ANC policy and be able to **APPLY IT**.



Leadership in ANC structures gives opportunities to assume **POSITIONS OF AUTHORITY IN GOVERNMENT**; hence some individuals **compete** for ANC leadership positions, viewing government positions as a source of **material riches** for themselves.

Resources, prestige and authority become driving forces in such **competition**.



Positions in government also mean the potential to **APPOINT INDIVIDUALS**, and some members make **promises** to friends.

Cliques and factions then emerge around personal loyalties driven by **corrupt intentions**.

Members become voting fodder to serve individuals' **self-interest**.



Government positions include the possibility of **ISSUING CONTRACTS** to **commercial companies**.

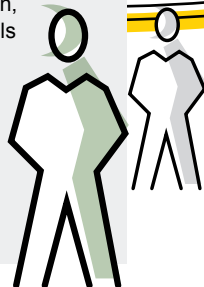
Some companies identify ANC members to promote in ANC structures and into government so they can get contracts.

This happens through media networks to **discredit** other leaders, or even by **buying membership cards** to set up branches.

Media focus on government and the ANC means individuals in various positions acquire a **PUBLIC PROFILE**.

Over time they become visible and may be nominated for leadership.

This is a natural expression of confidence and helps widen the selection base, but where this becomes the main criterion, **hard-working** individuals without such a profile get **overlooked**.



FALSE CATEGORIES of 'left' and 'right', pro-this and anti-that are introduced by so-called **analysts**, then accepted by some members and **whispered outside** formal structures in the build-up to conferences.



There is a tendency to **reduce discussion around leadership nominations** to deal-making among branches, regions and provinces.

Instead of honest discussion about the qualities of nominees, delegates negotiate merely on the basis of **BARTERING**.

This may assist in ensuring provincial and regional balances, but taken to extremes can result in **federalism by stealth**.

Next week: How do members take charge?



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