

NEW

CADRE

ANC CAUCUS STAFF NEWSLETTER

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CDE DORIS MPAPANE

A MESSAGE FROM DEPUTY CHIEF WHIP

*Dear
Comrades,*

As 2025 draws close, we reflect on the indispensable role of ANC caucus administrative support, the unsung cadres of the movement who keep the work of our glorious Congress movement thriving in the site of struggle of the national legislature. From juggling schedules and streamlining communications to mastering the new normal brought by the GNU and its dynamics. Comrades have proven their value as strategic linchpins in a year marked by rapid digital transformation and the adoption of hybrid work schedules.

In my capacity as a Deputy Chief Whip of the ANC in Parliament, I would like to express my sincere gratitude to all members of the African National Congress who have diligently worked throughout the year 2025. Their unwavering commitment has been instrumental in ensuring that Parliamentarians are effectively able to fulfil their duties both within their respective constituencies and on the parliamentary floor. The year 2025 was marked by significant events that tested our loyalty to the organisation, including key debates, legislative challenges, and political developments. Throughout these times, our caucus support service demonstrated unwavering support and loyalty to the ANC, for which I highly commend and deeply appreciate each member's dedication to our shared mission and values.

In pursuit of the objective of the National Democratic Revolution, our strategy must include a focused campaign to secure a decisive victory in the upcoming local government elections, scheduled for 2026 across all provinces. Concurrently, our fight against colonialism, racism, poverty, underdevelopment, and gender inequality must be intensified through targeted policies, community engagements, and international partnerships.

The Freedom Charter remains our fundamental and progressive policy imperative, functioning as a profoundly revolutionary document that acts as the enduring blueprint for the societal transformation we aspire to



achieve. It explicitly champions non-racialism by advocating for the dismantling of racial segregation and discrimination, and it promotes the unity in struggle of all national groups, emphasising solidarity among diverse cultural and ethnic communities within a unified nation.

We need to remain steadfast and energised in our efforts to pursue and mobilise international solidarity in supporting a negotiated two-state solution to the Israel-Palestinian conflict, advocating for the recognition of Palestinian statehood within the 1967 border with East Jerusalem as its capital. This global support is crucial to ending the brutal apartheid regime imposed on Palestinians. Achieving these goals will guide us towards the realisation of a more united, just, and progressive world order rooted in equality, peace, and human rights.

The African National Congress (ANC) National Executive Committee statement, as presented by President Cyril Ramaphosa, outlined six critical

priority actions aimed at providing clear strategic direction. These actions focus on improving governance quality, enhancing service delivery, and accelerating fundamental socio-economic transformation.

To effectively implement these initiatives, it is essential to strengthen mechanisms that improve constituency engagement. Specifically, this involves utilising the ANC Parliamentary Constituency offices (PCOs) as a centralised hub for community development, enabling direct interaction with citizens and tailored service provision.

As we march towards the end of 2025 and gearing towards the upcoming local government elections, I implore you, Comrades to remember the inspiring words of Amílcar Cabral, the revolutionary leader and intellectual from Guinea-Bissau, when he eloquently said “We consider unity to be a means, not an end. Unity can reinforce and accelerate the reaching of ends, but we must not betray the end”. Emphasising the importance of unity and perseverance in our struggle for liberation.

As we embark on a dedicated and strategic path towards the comprehensive renewal program of the African National Congress (ANC), it is essential that we act with deliberate intent to strengthen the party’s ideological cohesion and leadership capacity. This process should be underpinned by firmly grounded organisational values such as democracy, accountability, and service to the people, while fostering high ethical standards and unwavering integrity among all members.

The renewal project of our beloved congress movement must also be visibly reflected in our unwavering commitment to community development initiatives, the transparency of our actions, and the ethical conduct we uphold in all our interactions. Moreover, these efforts should be complemented by tangible reforms aimed at revitalising internal structures, promoting inclusive participation, and enhancing our responsiveness to societal needs and aspirations.

Amanda!

STRUGGLE FOR AFFORDABLE LIVING IN CAPE TOWN



The Dullah Omar Regional Officials approached the Chief Whip and requested support from the Caucus. The Chief Whip acceded to the request and directed the management committee to discuss the details of this support with the Regional leadership.

Support for Dullah Omar and City of Cape Town Caucus

The ANC Parliamentary Caucus staff convened a workshop on 2 August 2025 in partnership with



Cde Luthando Nogcinisa

the Region and Western Cape Veterans League. The Regional Officials and leagues outlined the form of support they needed from the ANC Caucus. The Caucus staff recommended to the Region a joint campaign with a key objective of exposing and challenging the rising cost of living in Cape Town. This was inspired by the litany of complaints management received from staff who had recently moved to Cape Town about the unaffordability of rent and property.

The 121 ANC Caucus staff members based in Parliament and PCOs in Dullah Omar also supported ANC branches during the constituency period in August 2025. The support to branches included verifying membership and updating the records, as well as the campaigns of branches and subregions. The Caucus staff also committed to supporting the Region and the ANC Caucus in the City of Cape Town by providing research, media and communications work.

Cost-of-Living Campaign

The Dullah Omar REC adopted the campaign to lower the cost of living in Cape Town. The pillars of the campaign included skyrocketing house and rent prices that make living in the city unaffordable, the provision of land for human settlements and lowering the municipal rates and tariffs.

The campaign's target was to mobilise a broad spectrum of Cape Town residents and develop well-researched and progressive policy proposals. From 26 to 30 September 2025, ANC Caucus staff and activists spoke to residents in Cape Town about the cost of living and what they would like to change about the city. In total, 2 692 people were surveyed, spread across 87% of wards.

The key findings were:

- Two issues are top of mind for most Capetonians: crime and safety (62.6%) and jobs and employment (54.4%). About a third of respondents were concerned about the cost of either food, electricity,



or housing—still sizable but raised much less often than safety and employment.

- When asked to pick their single largest expense, the most common answer was food (37.2%), followed by electricity (19.5%) and rent and home loan repayments (14.6%). Although not the single largest expense, other large expenses include water (raised by 37.1% of respondents), rates and municipal services other than water and electricity (24.5%), and public transport (23.6%).
- Electricity and food were often identified as the expenses that have increased the most over the past few months, raised by 63.7% and 61.2% of respondents, respectively. The costs of water (28.6%), public transport (25.5%), and rates (21.5%) have also increased for many households.

Workshop and Way Forward

The Region invited the Caucus staff to a workshop to on Sunday, 19 October 2025 at the ANC Regional Office to consolidate the findings and framework of the cost-of-living campaign into a comprehensive Regional Programme of Action and Implementation Plan.

This was in recognition of the instrumental role in conducting the research and community survey on the cost of living in Cape Town. The Region felt that our contribution would be vital in guiding its planning, messaging, and implementation at the regional and local levels. The Region requested our team to make a presentation at the workshop.

On behalf of the Office of the Chief Whip, I wish to thank all the staff of the ANC Caucus who participated in the work of supporting the Dullah Omar Region.

WORKPLACE BULLYING AND ITS IMPACT ON THE MENTAL HEALTH OF STAFF

Workplace bullying is one of the most underestimated challenges in many organisations, yet its impact can be deeply harmful. As the Human Resource Management Unit, our responsibility extends beyond recruitment and performance management; we are also custodians of staff well-being, dignity, and safety. In this spirit, I want to reflect on the issue of workplace bullying, its impact on mental health, and how together we can continue nurturing the positive environment we have built.

Understanding Workplace Bullying

Bullying at work can take many forms: verbal abuse, social exclusion, intimidation, cyberbullying, humiliation, or persistent undermining of someone's work. Unlike ordinary workplace conflict or constructive performance feedback, bullying is characterised by patterns of behaviour intended to harm, control, or isolate staff members. It is not about a single disagreement but repeated actions that erode confidence, dignity, and a sense of belonging.



CDE THANDI NGUBANE

The Mental Health Impact on Staff

The effects of workplace bullying on mental health can be severe. Staff who are targeted often experience heightened stress, anxiety, low self-esteem, depression, burnout, and even post-traumatic stress symptoms. Physical health may also be affected, leading to sleep disturbances, headaches, fatigue, and lowered immunity. These effects negatively influence productivity, engagement, attendance, and overall organisational performance.

Our Own Context

As the ANC Parliamentary Caucus, we are a richly diverse microcosm of South African society, with staff drawn from various ethnic, cultural, and social backgrounds. One might expect such diversity to sometimes give rise to conflict or bullying. Yet, I am pleased to note that to date, no formal cases of workplace bullying have been reported within the Caucus. The fact that no formal instances of workplace bullying have been reported so far is an encouraging reflection of professionalism, mutual respect, and camaraderie across the workplace, and vigilance remains important. Bullying often goes unreported, either due to its subtle nature or because staff fear victimisation.

Therefore, while no case has been formally brought to management's attention, it cannot be assumed with certainty that bullying does not exist. Harmful behaviours can sometimes be hidden or normalised, and management bears the responsibility to create an environment where staff feel safe, sup-

BUILDING A CULTURE OF GROWTH AND FAIR PERFORMANCE



CDE NAMHLA XEGO

Laying the Foundation for Our First PMDS Reviews

As we step into our first round of Performance Management and Development System (PMDS) reviews for the 7th Term, we take a moment to reflect on how far we have come as an organisation. The PMDS, a key policy of the ANC Parliamentary Caucus, continues to guide how we nurture performance, accountability, and growth across all levels. Since its successful rollout in 2022, the Caucus has completed a full performance review cycle during the 6th Term. That experience strengthened our shared commitment to fairness, transparency, and continuous development. Today, we are building on that foundation to deepen a culture of performance where every staff member feels valued, supported, and motivated to reach their full potential.

Together with our dedicated HR team, Unit Heads, Line Managers, and Staff, we have worked diligently to align and update job profiles and Key Performance Areas (KPA)s across various units. This extensive process required focus, collaboration, and commitment, particularly in refining roles and introducing new positions for the 7th Term. We sincerely acknowledge the dedication and teamwork of all Unit Heads, Line Managers and staff who contributed to this important phase. Our appreciation also goes to our partners at LabourNet for their continued support in managing and improving the ESS platform.

These efforts go beyond administration they are about clarity, accountability, and ensuring that every individual understands the role they play in achieving our collective goals.



Empowerment Through Participation

Performance reviews are not just about evaluation they are about engagement and ownership. When you sit down with your manager to set your Key Performance Areas (KPAs) and targets, you are shaping the direction of your own success. This is your opportunity to ensure your daily work aligns with the broader

mission of the Caucus and to make sure that your contributions are recognised.

When employees take part in setting their targets, it strengthens fairness, transparency, and shared accountability across the organisation.

Performance management should never be done to you it should be done with you.

Developing Our People

An equally important part of PMDS is development. Through this process, we not only measure performance we also identify competency gaps and growth opportunities.

These insights guide our Training and Development Policy, helping us to plan targeted interventions that address real needs. Where there's a gap, there will be a plan and that's how we nurture capable, confident teams who can perform at their best and contribute meaningfully to the mandate of the ANC

Parliamentary Caucus.

Fairness and Integrity at the Core

As PMDS Manager, I'm deeply committed to maintaining fair, consistent, and transparent performance procedures. With the support of the HR team, we aim to build a process that rewards effort, recognises growth, and provides constructive feedback where improvement is needed.

PMDS is not just about systems or ratings it's about people. It's about unlocking potential, fostering accountability, and cultivating a culture of trust and excellence.

Moving Forward Together

As we move into this review cycle, I encourage everyone to approach it with openness, curiosity, and confidence. Let's view this as more than a formality it's an opportunity to learn, grow, and align our work with the shared vision of the Caucus.

Together, we are building not only a system but a culture of continuous development, fairness, and performance excellence. ■

Cadre Views and Staff
Contributions



ORGANISATIONAL RENEWAL

CDE OFENTSE NTSANE

Renewal, a term we have come to associate with change, a term of growth and change. Renewal has become a concept we have identified as the ANC to be of paramount importance and to continuously work towards. As stated in the 54th National Congress;

“Organisational renewal is an absolute and urgent priority, and we may go as far as to say, to the survival of our great movement.”

As we prepare for the National General Council, we are faced with the idea of integrating the values of renewal in our organisational planning. We must first seek to determine what renewal means for the ANC in the terrain of the battle of ideas.

In its essence, renewal represents reclaiming the movement’s relevance in a post-apartheid landscape. This reflection is predicated on the basis that no organisation is guaranteed eternal life sustained success demands conscious decisions. Cde Mac Maharaj puts it well when he notes that renewal entails building confidence not just in the

ANC but in democracy itself. Renewal entails reorganising leagues to support the mother body with the aim of facilitating renewal at all levels.

The renewal of the ANC is regarded as the transformative process of closing the chasm between our revolutionary character and our current practices. The 55th Conference correctly diagnosed that our organisational culture must be rooted among the people. As the ANC, we cannot fail at the renewal agenda. The 55th conference resolutions acknowledge that our electoral decline is an alarm driven by voter concerns over poor government performance.

This is what ties the concept of renewal to our people. To ignore renewal is to passively allow the disintegration of our movement. It is the fundamental laws of nature, a living entity that does renew, that becomes obsolete. The future of the ANC and the trust of our people depend on the expedited implementation of resolutions. The conceptualisation of resolutions like the step-aside principle for those charged with serious crimes must be seen as a tool of renewal and not an

extension of factional battles. A resolution that aims to bring about accountability at its core must find its roots in the principles of renewal.

The NGC is a strategic feature in the ANC Policy cycle. The concept of renewal cannot be a standalone agenda item and cannot be interpreted as a hostile tool. It must be the lens through which each and every policy discussion point is predicated upon.

“Amandla asemasebeni” power rests with the people.

Our role as members in this renewal process must be active. We are the agents of renewal at its most fundamental level, the branch. Renewal requires every Branch Executive Committee first to appreciate its importance and envisage how the landscape would continue to look if it is not prioritised. It means we must be involved in every issue that concerns people and understand that we can either be agents advocating for renewal or passive resistive forces that hinder renewal and change. ■



A NEW CADRE GROUNDED IN MORAL AUTHORITY

CDE SIVUYILE MKHULISI

The call for the emergence of a new cadre to embed moral authority in the execution of the National Democratic Revolution (NDR) is a vital response to the complex realities confronting South Africa today. Such a cadre must transcend mere political allegiance and embody a profound sense of integrity, responsibility, and dedication to the core values of liberation; justice, equality, and human dignity. This new breed of leaders must internalize the revolutionary ethos, demonstrating moral clarity and unwavering commitment to serving the people's interests above personal or sectional gains, thereby inspiring renewed trust and confidence in the movement's mission.

In a terrain marred by narrow nationalism and societal ignorance, the importance of cultivating leaders who possess moral authority cannot be overstated. These cadres must serve as moral pillars rooted in the collective quest for a united, non-racial, non-sexist, prosperous and democratic South Africa. They must actively challenge divisive sentiments, promote social cohesion, and foster a shared identity that aligns with the aims of the National Democratic Revolution. Through moral leadership, the new cadre can help bridge divides, counteract the forces that seek to fracture societal cohesion and undermine the progress towards a more just and equitable society.

Furthermore, the pervasive triple challenges of poverty, inequality, and unemployment have severely eroded public trust in the ANC, which has long been regarded as the mother body of South Africa's liberation struggle. To restore this trust, the new cadre must be visibly rooted in the lived experiences of the people; listening, understanding, and providing tangible solutions to societal needs. The notion that the ANC remains the "mother body" of liberation entreats leaders to reaffirm their historical role as champions of liberation, committed to social and economic upliftment. This requires leadership that is not just strategic but also compassionate, empathetic, and willing to walk alongside communities on their journey towards emancipation.

The contested political terrain demands that these cadres possess resilience and strategic agility to navigate a landscape fraught with ideological contestation, socio-economic disparities, and the lingering legacies of apartheid that continue to shape societal structures. This leadership must combine revolutionary vision with practical wisdom, employing innovative approaches to mobilize resources, forge alliances, and implement policies that directly impact the lives of the marginalized and vulnerable. By doing so, this new breed of cadres can demonstrate that the revolution is ongoing and that the ANC remains a vital vessel for social transformation.

Importantly, this new breed of cadres must also serve as hope-bearers for the people. Amidst despair and disillusionment, they must communicate a compelling narrative of possibility one rooted in the collective capacity of South Africans to forge a better future. Such leadership should reinvigorate the revolutionary spirit, inspiring confidence that the struggles of poverty, inequality and unemployment can be overcome through unity, resilience, and unwavering dedication to the principles of the NDR. By embodying hope and renewal, these leaders can rekindle pride in the ANC's historical role and reinforce its identity as the mother body of the liberation movement.

This new leadership must also prioritize education, moral cultivation, and mentorship within its ranks. Developing leaders who are principled, courageous, and deeply committed to the values of democracy and social justice is crucial for the sustainability of the revolution. These cadres must be mentored to uphold the moral fabric of the movement, ensuring that future generations inherit a leadership culture built on integrity, service, and humility. Such cultivation will allow the ANC to remain relevant and credible amid the evolving challenges facing society.

In conclusion, recognizing the ANC's role as the "mother body" underscores the importance of restoring its moral authority



and revolutionary credentials. As South Africa's liberation movement, the ANC must be seen again as a symbol of hope, justice, and progress. A new cadre grounded in moral authority is key to bridging the trust deficit, reinvigorating the revolutionary spirit, and advancing the strategic

objectives of the NDR. It is through this renewed leadership that the ANC can truly embody its historic mission, serve as a unifying force, and inspire a new generation to carry forward the legacy of liberation toward a just and equitable society. ■

Amandla!!!

GETTING TO KNOW OUR CONSTITUENCY PROVINCIAL MANAGERS

EASTERN CAPE



Cde Lithakazi Ngcukuva serves as the Eastern Cape Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 23 national PCOs.

Top 3 service delivery challenges in the Province:

Roads

Rural and mountainous terrain with poor road infrastructure.
Flood-damaged bridges delay repairs and restrict access.
Potholes cause frequent vehicle damage.

Water & Sanitation

Aging and poorly maintained water systems often break down.
Reliance on water carts, which fail to cover all communities.
Schools still face pit latrines, unsafe buildings, and stalled projects.

Health & Education Service Gaps

Health: Shortages of doctors, nurses, and medicine; rural areas lack adequate facilities.
Education: Shortage of qualified teachers, overcrowded/dilapidated schools, poor sanitation, and unreliable scholar transport.

KWAZULU-NATAL



Cde Dennis Shoji serves as the KwaZulu-Natal Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 23 national PCOs.

Top 3 service delivery challenges in the Province:

Water

Especially in rural areas, there are water shortages, where water often runs out or taps run dry.

Electricity

Some residents, particularly in rural areas, still do not have access to electricity, and for those who do, power outages are frequent and disruptive.

Network connectivity

There are still areas, especially in rural communities, where mobile or internet network connectivity is poor or unreliable.

NORTH WEST



Cde Kefilwe Makgale serves as the North West Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 16 national PCOs.

Top 3 service delivery challenges in the Province:

1. **Water and Sanitation**
2. **Road infrastructure**
3. **Electricity**

Electricity challenges due to cable theft.

GAUTENG



Cde Charmaine Nzwane serves as the Gauteng Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 29 national PCOs.

Top 3 service delivery challenges in the Province:

Sinkholes and Road Infrastructure

Open sinkhole in WestRand Region expanded in January 2025, and collapsed 3 houses, a total of 5 households had to be relocated. Khutsong West Clinic had to close due to the sinkhole. Threatening more adjacent houses if not rehabilitated. Huge sinkhole in Boksburg, Comet causing the road to completely collapse. Backlog of unpaved roads in Khutsong and Kokosi townships

Dolomitic situation

Affects infrastructure in Carletonville and Khutsong township

Water challenges

Recently people of Johannesburg are now experiencing water challenges in terms of constant supply. Johannesburg Water Systems no longer able to meet up with the demands of water due to increasing city population.

NORTHERN CAPE



Cde Tlotlo Lobelo serves as the Northern Cape Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 11 national PCOs.

Top 3 service delivery challenges in the Province:

Unemployment - Lack of jobs and skills development. Despite the SKA in Carnavorn, the school does not offer physics and mathematics and jobs available are applicable for the many unemployed. There is the Boegeberg Green Hydrogen programme but people are unable to benefit from jobs offered.

Use of Illegal substance

High school drop out rates of children

FREE STATE



Cde Vuyo Mqungquthu serves as the Free State Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 11 national PCOs.

Top 3 service delivery challenges in the Province:

Roads

Not maintained- potholes and poor roads.

Infrastructure

Old pipes need to be replaced – lots of sewer spillage

Housing

Lack of housing and sites

LIMPOPO



Cde Tshifhiwa Michael Mulaudzi serves as the Limpopo Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 23 national PCOs.

Top 3 service delivery challenges in the Province:

1. Lack of service delivery by municipalities, especially provision of water
2. Unemployment-especially among the youth
3. Poor governance and corruption

MPUMALANGA



Cde Kate Matsimbi serves as the Mpumalanga Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 22 national PCOs.

Top 3 service delivery challenges in the Province:

High rate of Unemployment

Roads and Infrastructure

Inadequate Water Supply/water shortages

WESTERN CAPE



Cde Simphiwe Nonkeyizana serves as the Western Cape Provincial Manager of Constituency Offices (PCOs).

Number of National Parliamentary Constituency Offices: The province has 21 national PCOs.

Top 3 service delivery challenges in the Province:

Crime

Unemployment

Utility Bills- water, electricity and refuse collection



REMEMBERING

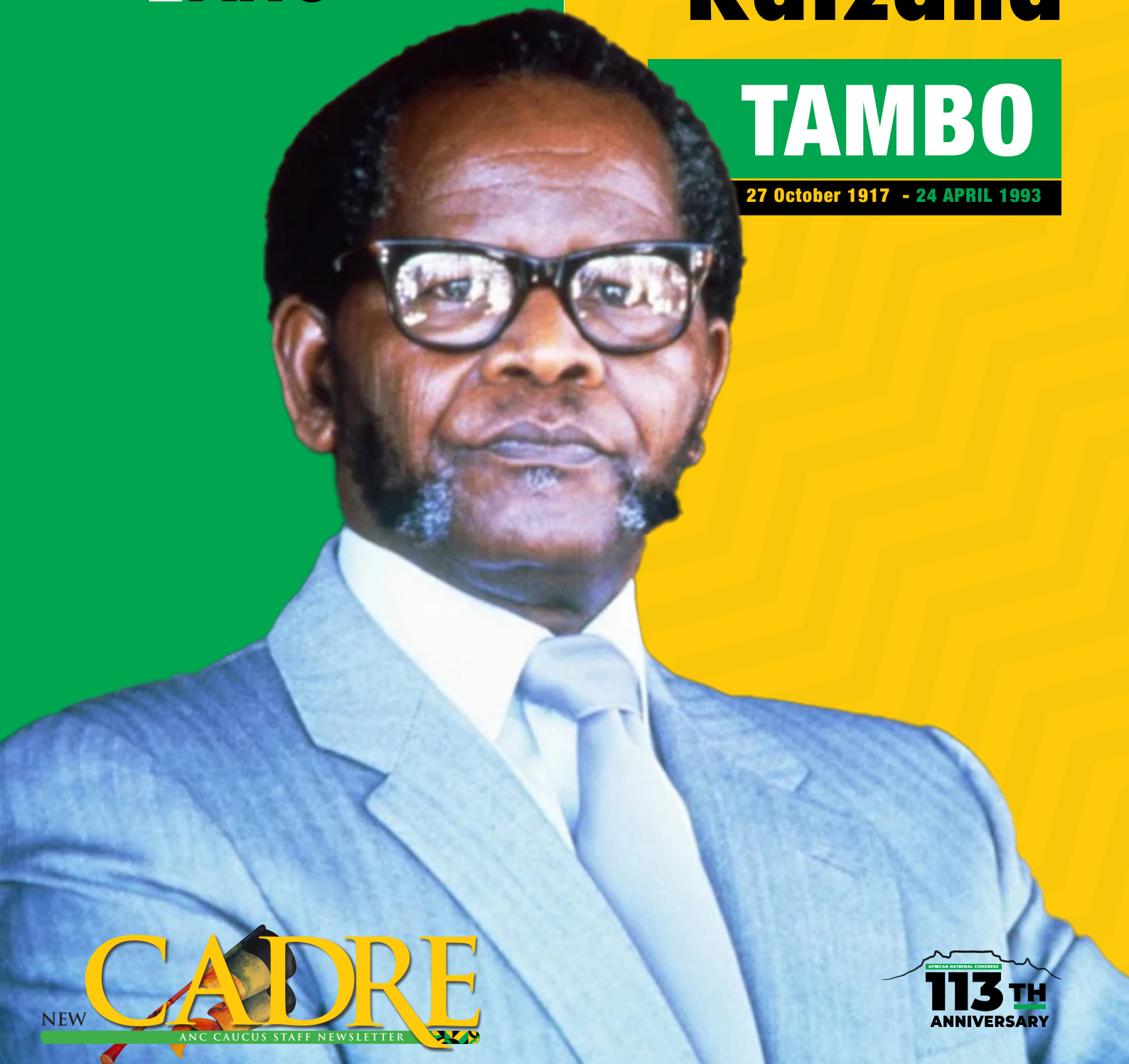


COMRADE

**Oliver
Reginald
Kaizana**

TAMBO

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