



LET'S FIX SOUTH AFRICA

POLITICAL ACADEMY MODULE 1

MODULE 1

GENERAL MEMBERSHIP INDUCTION

"A soldier without political education is a potential criminal"

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1. OVERVIEW

"If our organisation is like a car, our members are the engine that keeps it running. However, every now and then the engine requires some fine tuning and oiling to continue running smoothly. This fine-tuning (service) is what this academy is all about"

"Members, whether they joined yesterday or with The People's Dialogue, need continuous training to be in tune with organisation's direction and culture. It's important for them to keep evolving and understanding the evolving political landscape and ActionSA's positioning within it.

ActionSA's Senate resolved that a Political Academy was necessary to acclimate and assimilate members into ActionSA, recognising that we all come from various political backgrounds or no political background at all. While our diverse experiences are valuable there is an extent to which we must leave our baggage at the door and develop an ActionSA way of thinking and operating.

ActionSA's interim Constitution encourages all members to participate in the training of this Political Academy but prescribes that any member seeking higher office must have completed the 3 modules that make up this Political Academy.

This training manual is a guide that teaches new members about their organisation and its processes and procedures. It plays a critical role in member training. Whereas, existing members can grow and learn about new systems, tools, or software using the training manual.

2. INTRODUCTION

2.1. Purpose

Designing a training course is like mapping out a road trip or creating a journey. A training design is basically an outline of all the **"what, where, who, when and how"**, details of the training for use by coordinators, curriculum developers, and trainers. There are five primary components of a training design:

- **Learning Outcomes:** What will participants be able to do as a result of completing the training?
- **Training Materials:** What materials need to be developed and what will the materials include?
- **Trainers and Content Experts:** Who will facilitate the training and act as content experts to review materials?

- **Training Methods:** What methods will be used so that participants meet the learning objectives and learn the content most effectively?
- **Logistics:** Where and when will the training take place? Who will be invited and how will they be notified? So on and so forth.
- **Training frequency:** As per an identified need by Action SA structures, though it will be an intention to regularise our trainings
- **Training duration:** It will be determined by the scope of work to be covered in a specific training session and the Facilitator will as well use his / her discretion
- **Number of attendees per training:** This will also be determined by the affected group in consultation with the Facilitator

2.2. Goals

- Improve internal party knowledge, understanding of party structures, processes and procedures
- Clarify party role, vision, mission, values, founding principles and solution blueprints
- Highlight concrete actions to be undertaken (short to long term) to improve electoral performance
- Improve internal and external communication strategies
- Improve internal oversight and organisational development
- Improve internal decision - making
- Improve ethical leadership formation
- Ensure membership retention
- Ensure party programmes and platform development
- Ensure outreach to voters through campaigns

2.3. Herman Mashaba Biography

Herman Samtseu Phillip Mashaba, was born on 26 August 1959, in a village in Hammansakraal, known as Ga – Ramotse, North of Pretoria.

Herman, like so many black South Africans under the oppressive weight of Apartheid, grew up

under difficult circumstances. He grew up in a tin shack without electricity and running water and was largely raised by his sisters in a child-headed household. Herman's mother worked as a domestic worker in Johannesburg and his father passed away when Herman was just 2 years old. Herman's grandfather played a major role in Herman's upbringing. He called Herman 'Highman' because he was convinced that his grandson was going to be someone very important one day.

Herman graduated from high school but did not complete his tertiary education. His academic dream was shattered in 1980 in his second year of a BA Degree at the University of the North, based in Pretoria, when the army moved in and shut down the University. When the University was reopened after two months, he decided not to go back because he wanted to take his future in his own hands.

In late 1980, Mashaba found himself a clerical job with Spar Pretoria where he worked for 7 months. He then worked 23 months at Motani Industries which became his longest and last salaried job. Herman's work at Motani Industries was as a sales rep selling cosmetic products where he came to realise that he should be producing these products and not just selling them for someone else.

Along with his wife, Connie Mashaba, Herman convinced Johan Kriel (a chemist working for Motani Industries) to join him and Black Like Me was created with a R30 000 loan from the late black industrialist Walter Dube. Back in the 1980's prime stood at over 20% so this loan did not come cheap!

In the 1980's it was unheard of for a black man to partner in business with a white Afrikaans-speaking South African from Boksburg. To this day Herman believes deeply in the power of economic opportunity to bring South Africans together and you can see where this belief comes from.

During the late 80's and early 90's Herman and Connie financially supported the defense of ANC operatives in their activities to undermine the Apartheid state and they both were invited to join the then President Elect, Nelson Mandela, for the election night celebrations in 1994 at the Carlton Hotel in the CBD of Johannesburg.

Any understanding of Herman Mashaba would be incomplete without Connie Mashaba. Herman will often say that he knew he needed a strong and stable influence in his life to succeed and he found that in Connie Mashaba. Connie has been a partner in business and in life. They have two children in their 20's, Khensani and Rhulani, and celebrated 40 years of marriage together in 2022.

After many years of success in business and leadership, Herman decided he could no longer be a spectator to the failure of South African politics. At the age of 55 he took out membership of a political party and publicly announced his membership of the Democratic Alliance. While Herman

believed his role would be to assist the DA to appeal to more South Africans, he was very quickly roped in as the DA's Mayoral Candidate in the 2016 local government elections.

For more insights into Herman's life, business and politics there are 3 important books that you should read. Herman has an autobiography '*Black Like Me*' which speaks to his life and his beginnings in business. He later published '*Capitalist Crusador*' which speaks more to his experiences in business and the private sector in South Africa. '*The Accidental Mayor*' was written by Michael Beaumont, Herman's then Chief of Staff in the City of Johannesburg, which tells this important chapter of Herman's remarkable life.

2.4. Election as Mayor of Joburg

The election had produced a historical result in which the ANC had, for the first time, lost its majority in Johannesburg along with other metros across South Africa. Of a 270 seat council, the ANC won 121 seats, the DA 104 and the EFF 30, with the remaining seats held by a number of smaller parties.

Days before the inaugural council meeting to elect a Mayor, the EFF held a press conference in Alexandra committing to support DA candidates but alluding (not very subtly) to having an issue with a DA candidate in Johannesburg. Clearly Herman's unapologetic and life-long championing of free-market capitalism was a barrier to the EFF.

The DA did not back down, along with a coalition of political parties like the IFP, VF Plus, ACDP, COPE and UDM, and the EFF supported Mashaba on 22 August 2016. Mashaba was elected Mayor in a marathon Council Meeting with a narrow majority of 144 votes against the ANC's Parks Tau who received 126 votes.

The DA's Herman Mashaba was on Monday, August, 22, 2016 elected as the first non-ANC Mayor of the City of Johannesburg.

2.5. Achievements/Highlights as a Mayor (3 years)

Herman Mashaba's tenure as Mayor of Johannesburg was, without doubt, the most successful of any non-ANC Mayor elected in the numerous coalitions that have arisen since the 2016 local government elections.

He launched a programme of action called *Diphetogo* which is the Sotho word for transformational changes around which his entire government has organised. He also worked effectively with political parties in and out of the coalition to ensure 3 years of stable coalition governance which saw a variety of political parties with nothing in common voting together to fire corrupt officials, pass municipal budgets and implement service delivery.

The following is an excerpt from *The Accidental Mayor* which outlines Herman's record in government:

"We dubbed these priorities *diphetogo*, a Sesotho word meaning fundamental, transformational change, as opposed to short-term, cosmetic change. Barber's philosophy would have dictated fewer priorities, however we did not have that luxury in the context of the challenges facing Johannesburg and its residents.

Each priority was broken down into programmatic interventions. Crucially, there had to be a shift away from government-centric to tangible, people-centric measurements of change. Each of the *diphetogo* priorities was framed as a goal, and our budgets and plans had to be aligned in order to obtain our objectives.

As Barber predicted, determining our non-priorities was the real challenge. Given our extensive list of priorities that had to be achieved, an aggressive approach to the non-priorities had to be taken.

We worked meticulously through the budget, line item by line item. We began with what we deemed wasteful expenditure. Fortunately, there was an abundance of budget items funding the unnecessary past practices of self-promoting marketing, international travel, conferences, membership fees and consultants. From this we were able to free over R900 million. We then moved onto the non-essential projects – this is where we had to take the tough decisions. Could the city really afford to spend money on swimming pools and multipurpose centres when grappling with a housing backlog? As Mashaba asked in his 2018 State of the City Address: 'Could the only working electrical outlet in a community really be attached to a swimming pool pump?'

These projects would have to be shelved until we managed to stabilise our infrastructure and services and address the deep-rooted inequalities. The difficulty was that in each case promises had been made. Barber was right: everyone likes a priority, but selecting non-priorities and making the hard choices is not as simple.

It was arguably the largest internal reorganisation of a budget, freeing up over R1.5 billion. We sought to augment this with revenue optimisation that would drive up

our position to deliver the quantum of change that was required. Thus began 'Diphetogo' in the City of Johannesburg. The redirecting of funds to our priority areas was substantial. As a result, the share of the capital budget for housing, water, electricity, transport and roads rose from 58 to 71 per cent. These departments now had the largest budgets in the history of their operations in Johannesburg.

By the midpoint of Mashaba's administration, May 2019, the results were beginning to demonstrate the success of this approach in terms of arresting the declines and starting to reverse the backlogs.

An expansive programme of refurbishing electricity substations formed our primary line of attack in stabilising the electricity supply from the 177 000 low-voltage outages each year. This strategy sought to address the leading cause of electricity instability, which related to times where electricity demand exceeded the supply from a substation, causing it to trip. Our approach was to take substations built 50 to 60 years ago for smaller communities and rebuild them to produce additional capacity. Each of these projects was massive in scale, with the transformers alone costing R20 million apiece. The largest was the Sebenza substation, a R1.2-billion project which became the largest substation in the southern hemisphere, powering the entire northeastern quadrant of the city. It was completed ahead of schedule and came in under budget by R50 million.

By May 2019, over half of the substations in Johannesburg either had been refurbished or were undergoing a refurbishment, and with still more to do, we had reversed the trend of power outages and started reducing annual outages from 6.1 to 5.8 per household.

Through an expansive programme of replacing nearly 200 kilometres of aged water pipes in the city, which were generating losses exceeding 40 per cent, the number of leaks and bursts in the water network had declined from 45 000 to 37 000 per year. This had the effect of not only conserving water, but also, critically, reducing the hours spent by our technicians responding to these kinds of problems and freeing up more of their time to embark on proactive repair and maintenance work.

With massive investment in the road network, we had resurfaced and reconstructed over 900 kilometres of the 4 000 kilometres of road that we defined to be in poor or very poor condition. This particular investment generated quite a spectacle across the city. While the majority of infrastructure investment happens out of sight of residents, the cordoning off and digging up of roads with heavy machinery is difficult to miss. All over Johannesburg, people began noticing teams fixing the city's broken roads. It was the kind of inconvenience they loved to endure.

Work on the bridges had accelerated as well, as we tackled those in the nearest stages of collapse. This work was of highest importance because of the potential loss of life should a bridge collapse on one of the country's busiest arterials. By May 2019, work was under way on scores of bridges across the city, most notably on the M2 freeway. One particular bridge was of great concern, because it had been discovered that the supporting structures were starting to collapse. The M2 is one of the busiest freeways in the country, with 12 000 motorists making use of it in peak times. The entire freeway had to be closed for nearly nine months so that emergency work could take place. At the end of the day, it was completed ahead of schedule and disaster was averted.

By May 2019, the city had extended the operating hours of 26 clinics. Many more communities were now able to access primary healthcare at times when previously they could not. The numbers of lives saved through this intervention numbered well over 500.

Added to this was the rollout of mobile clinics to serve those settlements in Johannesburg that were situated far from the city's clinics or provincial hospitals. It would take years to build clinics in all these communities and a more immediate solution was required. We began procuring seven mobile clinics, fully equipped vehicles operated by nurses and doctors who would take primary healthcare to those communities in need. The vehicles came in under budget, which allowed for a total of 10 to be procured. Mashaba characterised this as the kind of success that comes when procurement is about services

and not corruption. 'In the past,' he added, 'you would have received one mobile clinic for the price of seven. Now you get 10 for the price of seven.'

To add to these achievements, the city's first ever substance abuse facilities were producing results and were widely regarded as a blessing by those communities so heavily afflicted with the scourge of drug addiction.

Through an aggressive rollout of RDP housing, we had delivered over 7 000 homes to those on the waiting list and issued more than 7 500 title deeds to families. This was a considerable achievement in an environment where our government grant was declining each year. However, the greatest achievement lay in the diversification of housing methodologies.

Previously, the city had held the view that informal settlements should not exist and that the answer lay in building houses elsewhere and moving people into them. There were at least two problems with this approach. Firstly, it assumed everyone living in the informal settlements qualified for housing, which was not the case. Secondly, the pace of home building could never keep up with the demand. These two factors meant that informal settlements would always be a feature of the city and that the focus ought to be on upgrading them into formal settlements.

By embracing the notion that *in situ* upgrades were an essential part of housing delivery, Mashaba's investment in this area had upgraded over 20 informal settlements in less than three years. Communities that had never had running water or electricity were now starting to receive these services and, with them, the dignity they had been deprived of.

The city's idea to take parcels of land, demarcate them and provide them with service installations, known as site and service, would prove massively successful. The over 3 500 sites to be developed in 2019/20 alone went further in tackling the housing problem than RDP ever could. We quickly discovered that the people who benefited from these sites proved more capable of building their own homes, and doing so better and faster, than government ever had. After handing over a stand, all the city had to do was

ensure the buildings were within the prescribed limits and by-laws. Over time, these settlements would be supplied with tarred roads, streetlights, clinics, schools and all other necessary amenities.

The Inner City Rejuvenation Project was flourishing by the mid-term. We had awarded 84 properties, with 70 more to follow, and Mashaba had conducted the first four sod-turning events. I will never forget Mashaba's pride when he stood in front of those first abandoned, derelict buildings, flanked by their developers and images of what the properties would become. They would offer high-standard accommodation for no more than R1 200 per month. For what people had been forced to pay criminal syndicates, or backyard shack farmers, they could now live in conditions better than government could provide or maintain anywhere in South Africa.

The first 84 buildings alone would generate over 6 000 affordable housing units, 11 000 construction jobs and R21 billion in facilitated investment. It had become apparent that the level of investment in this project was going to exceed anything in local government history in South Africa. This at a time when the construction sector was under strain and well-known construction companies were closing their doors. By September 2019, 139 properties had been released to the private sector, raising the level of investment to R32 billion, with many more in the pipeline.

What followed from this was Mashaba's idea to expropriate the abandoned factories that littered Johannesburg, one of the tragic side effects of a slowing economy. The abandoned factories offered similar opportunities for accommodation to the abandoned buildings of the inner city. The benefit lay in the size of these properties being considerably larger than the residential stands we were turning over to the private sector in the inner city. We identified 37 abandoned factories, the majority located around Alexandra, which was in desperate need of nearby housing opportunities to reduce levels of congestion. In October 2019, council approved the process to take possession of them.

The city had started to turn around economically too. The economic growth rate increased from 1.4 per cent in 2016 to 1.7 per cent in 2018. Levels of facilitated investment grew from R4.5 billion in 2016 to R8.6 billion in 2018 and reaching R17.3 billion in 2019. The work of the Opportunity Centres, the new small business incubation facilities that Mashaba had initiated in each of the city's seven regions, was producing tangible results both in terms of the numbers of small businesses being incubated and the success stories emerging from them. The task of making Johannesburg a more attractive place to do business was also producing results, with the World Bank recording increases in the speed of the city in responding to applications. Most notably, in this regard, was the launch of an online platform to deal with building applications, dispensing with the archaic practice of paper-based applications.

We recognised the need to achieve internal competitiveness within South Africa. Given the national economic environment, and what Johannesburg could offer as the economic hub of the country, it became critical to encourage business. An economic incentives package became the centrepiece of our efforts to entice businesses to Johannesburg, by offering prospective investors and business owners a package of service and financial incentives to set up in the city.

Despite our strong economic achievements, job losses remained deeply concerning. It was apparent that Johannesburg would continue to be heavily buffeted by national economic uncertainty, which had become a hallmark of national government. From when Mashaba took office in 2016 to the mid-term mark of May 2019, unemployment in the city had increased by 0.9 per cent. We had fared better than Gauteng (1.2 per cent) and the country as a whole (1.9 per cent), especially when you considered that the growth in the working population in Johannesburg was considerably higher than that in the rest of the province or the country.

However, any increase in unemployment was unacceptable, not just because we had committed to reducing unemployment, but also because taking such an elaborate statistical argument like the one above to the electorate is hardly the stuff of successful

political campaigns. However, outside of the world of political communications, it was deeply apparent that Johannesburg would be heavily buffeted by national economic uncertainty which had become a hallmark of national government.

Given his early achievements, Mashaba had a strong claim to having been successful in his efforts to start the turnaround of the city. To say we were far from reaching our goal would have been a massive understatement. Mashaba was clear on this and none of the early successes deluded his thinking. He knew that there was still a lot of work to be done and that it would take many years, beyond his term of office, to make Johannesburg a great city. However, it would be remiss to allow an awareness of the scale of the task to take away from what had been achieved by the mid-term. Arresting the declines in a city as big as Johannesburg, whether of an infrastructural, social or law enforcement nature, requires a massive investment of time, money and energy. It involves changing the organisational culture and focus of over 33 000 employees, and driving departments and municipal entities to achieve more than they are accustomed to. With infrastructure in particular, the most difficult task is stopping a decades-long decline and reducing service interruptions. In this way, Mashaba had indisputably put Johannesburg on the right track, but the race was only just beginning.

By May 2019, Mashaba was visibly tired from the gruelling nature of his work and his unparalleled work ethic, yet he would continue to accept engagements late at night, early in the morning and over weekends.

When his day was filled with matters that made most political leaders feel important, Mashaba was visibly tired and sometimes quite dejected. He found anything not related to delivering change to be tedious, petty and inconsequential. When his schedule was loaded with meetings generating decisions that drove his delivery of change, or when he was in communities actually delivering that change, he was energised. He would call me and convey the quantum of the achievement with uncontrolled enthusiasm.

In August 2019, we were given the results of the long-awaited biennial customer satisfaction survey. Polling the views of over 5 000 Johannesburg residents representing all demographics and geographies was a mammoth undertaking. The results blew us away.

The city recorded the largest single increases of any review. Customer satisfaction increased by 12 per cent, from 61 per cent in 2017 to 73 per cent in 2019. Core and basic services satisfaction increased from 63 to 73 per cent; community services satisfaction from 58 to 70 per cent; by-law enforcement satisfaction from 59 to 72 per cent; and overall JMPD satisfaction from 59 to 75 per cent.

While these figures make the case for Mashaba's success at the midpoint, they fail to capture the scores of ordinary people whose lives were bettered. Mashaba always insisted on being on the ground when services were launched, delivered or opened to communities for the first time. It was his engagements with the people in these communities – hearing what these services meant to them and understanding how the city could continue improving their lives – that mattered most to him. In many ways, these experiences kept him sane when the politics of being mayor drove him crazy."

Incidentally, Herman's tenure as Mayor had him working closely with 3 people who were to have important roles in the future. Michael Beaumont served as Herman's Chief of Staff to the Mayor and authored *The Accidental Mayor*. Andre Coetzee served as Herman's Director of Policy in the Mayor's Office and Funzi Ngobeni served as a Member of the Mayoral Committee firstly for Development Planning and then Finance as well as being Herman's Leader of Executive Business (a de facto Deputy Mayor).

2.6. Why he resigned from the DA

During Herman's tenure as Mayor of Johannesburg changes were afoot within the DA. A clique of leaders within the DA began to challenge then DA Leader Mmusi Maimane and the direction of the party. They advocated for a classical liberal agenda that sought to diminish the understanding of the impact of race in South Africa and fought against efforts to diversify the organisation. In many ways a battle began in the DA over the direction of the party.

Those who fought to regress the DA to its origins in the Democratic Party saw Herman Mashaba and his success in Johannesburg as a major threat. Here was a strongly free-market proponent of capitalism who was gaining a national profile as a successful Mayor in a post-ANC

Johannesburg. Mashaba was also outspoken against those who sought to undermine the progressive agenda the DA was pursuing with great success at the time.

Herman presented a significant target to this grouping in the DA and they rallied against his coalition government and, particularly, its reliance upon the support of the EFF at the time. Herman's efforts to secure majorities to fight corruption and pass budgets saw these individuals demonise Herman within the DA as 'An EFF Mayor' despite the fact that the current DA leadership were all members of the body that approved the coalition in Johannesburg with its dependency on the EFF for support. Herman was not part of this decision and merely was tasked to execute it. A report produced after the DA's 2019 election decline called for the collapse of the Johannesburg coalition despite its unprecedented successes.

When this clique within the DA announced Helen Zille as their candidate to take over from James Selfe as Chairperson of the Federal Council, the writing was on the wall. Herman communicated publicly that he would not remain in the DA if Zille was elected to this position. It was not about Zille as an individual, it was about what her election would represent in the change of direction within the DA and a regression back to a party that was largely suburban and white in its racial makeup.

On 20 October 2019 Zille was elected as Chairperson of the Federal Council. That same afternoon Mashaba announced that he would hold a press conference the next day. On 21 October 2019, Herman Mashaba walked into a packed press conference and delivered the following speech extracted from *The Accidental Mayor*:

"Good morning ladies and gentlemen,

I joined the Democratic Alliance, because I could no longer stand back and watch my country being destroyed by ANC corruption, failure and arrogance.

When I was approached by the DA to stand as the Johannesburg mayoral candidate, it was out of a deep desire to save my country that I accepted this undertaking.

Part of my acceptance of this undertaking was my belief in Mmusi Maimane's vision of One South Africa for All.

I had no political aspirations at the time, and have subsequently turned down numerous requests to stand for leadership positions in the DA.

My decision to stand as a mayoral candidate was not motivated by the desire to hold political office, but out of a desire to serve the residents of Johannesburg and to get our city working again.

This is why I have always said, 'When Johannesburg works, South Africa works.'

I am a liberal. I have devoted my life to the advancement of the free-market economy and I maintain a fundamental belief in the inalienable rights of every South African as recorded in the Bill of Rights.

I believe that the only way to expand individual freedom, and broaden access to opportunity, is to grow the economy and provide more of our people with the dignity of work.

And yet, I believe that a capable state has a responsibility to work pro-actively to address the legacy of inequality that persists 25 years after the fall of apartheid.

Above all, I believe that my devotion to liberalism is not at odds with my desire to ensure that we live in a more just and equal South Africa.

However, I am gravely concerned that the DA I signed up to, is no longer the DA that has emerged out of this weekend's federal council.

The DA no longer represents a party that is able to achieve what I desire most, a movement that can save South Africa, unseat the ANC and deliver One South Africa for All. Without this I am deeply concerned for the future of South African politics.

The DA has taken a resolution at this weekend's federal council meeting to question the role of the party in the governance relationship I find myself in, and the way in which we communicate on that relationship.

This follows the expression of views by a number of DA public representatives that these arrangements are undermining the DA's message and contributed to its electoral decline.

I regard this to be the worst kind of short-sighted thinking, even by the very low bar set in recent times.

This position includes no perspective of the residents of Johannesburg and what they want for their city. This has simply been ignored.

I maintain that coalitions are the future of South African politics. For a political party to back away from such arrangements 18 months before a local government election that will invariably produce more coalitions is tantamount to declaring itself to be unsuitable for the future.

The election of Helen Zille as the chairperson of federal council represents a victory for people in the DA who stand diametrically opposed to my beliefs and value system, and I believe those of most South Africans of all backgrounds.

I cannot reconcile myself with a group of people who believe that race is irrelevant in the discussion of inequality and poverty in South Africa in 2019.

I cannot reconcile myself with people who do not see that South Africa is more unequal today than it was in 1994.

I cannot reconcile myself with people who fail to realise that we have a patriotic duty to unseat the ANC and save our country before it is too late.

With this grouping of people succeeding in their effort to take over the DA, I have no doubt whatsoever that they will move to collapse these governance arrangements.

At the heart of the matter, will be the pro-poor agenda that this multiparty government has executed.

I have stood in front of halls filled with upper-income Johannesburg residents who, without exception, understand the need to address the unsustainable inequality in our country.

Despite this, some members of the DA caucus in Johannesburg have suggested that we prioritise the needs of suburban residents above providing dignity to those forgotten people who remain without basic services 25 years after the end of apartheid.

It is clear to me that in the same way that the review panel's conclusions were determined from day one, any process of reviewing these coalition arrangements is similarly predetermined.

I say this with certainty, because I have had to lead this seven-way minority coalition government without a solid mandate from the DA for the past three years.

From the very first day that I took office this coalition arrangement has been undermined, criticised and rendered nearly impossible. In every way, the DA has been the most difficult coalition partner in this arrangement.

Despite the fact that coalitions survive on consultation, shared programmes and recognising the contributions of each member, the DA has criticised and questioned my approach.

Despite the DA only winning 38 per cent of the vote in 2016, elements in the party have expected me to govern arrogantly as if I have an outright majority.

I have had to deal with people who draw the artificial distinctions between service delivery in informal settlements and suburbs as a binary, an either/or-type approach.

I have had to deal with individuals who would rather I spent more time on cutting grass than on fixing our broken and aged infrastructure which threatens disaster in our city.

I have had to deal with people who did not want me to implement the insourcing programme that has benefited over 7 000 families and contained contractual costs, merely because it was not a DA policy. My response to the DA was, 'then make it your policy'.

Unfortunately, it is these individuals who have triumphed at yesterday's federal council meeting.

This is why I have no doubt, whatsoever, that the collapse of these governance arrangements is a foregone conclusion.

It is not in my nature to wait for people to push me; I have lived my life on my terms.

It is for this reason that I have called this press conference today to announce my resignation from the Democratic Alliance effective 27 November 2019.

It is on the request of party leadership that my resignation is held off until this date to afford them the opportunity to identify a new candidate.

By doing so, I will no longer serve as a Democratic Alliance councillor and therefore I am required to resign as the executive mayor of the City of Johannesburg effective on the same date.

I have given this decision considerable thought and have been tortured by the circumstances that have led me to this moment.

It is not in my nature to quit anything in life. I succeeded under the darkest days of apartheid when I was told that I could not be a businessman.

However, I cannot be a willing participant, in good conscience, in a process that is placing the narrow, internal interests of a political party ahead of the needs of the five million residents of Johannesburg.

The events of the past few months, and particularly this weekend, have required me to choose between my party and my country.

I have spent the past three years in government working tirelessly to rise above party politics in an attempt to unite a broad coalition.

The events of this weekend have left me at a crossroads where I can no longer ignore the internal dynamics of the DA and the continued attempts to undermine my pro-poor agenda in the City of Johannesburg.

I am now in a position where I am forced to choose between my party and my country.

As a patriot, I will always choose my country first.

While the papers will spend many hours writing up about who won and lost this weekend, the greatest loss belongs to the residents of Johannesburg, and those who saw these arrangements as a brighter future for our country.

Our multiparty coalition in Johannesburg has achieved enormous feats in the past three years against all odds.

Different political parties have put aside their differences and found common ground, in the interests of our residents.

This was possible because local government is a space where ideology matters less than service delivery, and ultimately this is what our five million residents needed most.

I am also pleased to be leaving the city in a significantly healthier financial position. We ended the 2018/19 financial year with R5.3 billion in cash reserves and a sinking fund valued at R2.7 billion.

This translates into 43 days' worth of cash coverage. Double the 21.3 days we closed on in the previous financial year.

These significant reserves were not at the expense of service delivery with the city spending 91.3 per cent of its capital budget in the 2018/19 financial year.

I also believe that when the auditor general releases his report at the end of November this will result in improved audit outcomes for the city.

Our cutting back on frivolous expenditure through concerted austerity measures allowed us to increase the percentage of the capital budget spent on engineering infrastructure and housing from 58 per cent in 2016 to 71 per cent in 2019.

Arising from this, there has been a reduction of power outages in the homes of Johannesburg residents from 6.1 to 5.6 per household per annum.

Our programme of water pipe replacements has reduced the numbers of leaks and bursts by over 4 000 per year, saving this precious commodity and reducing our losses.

Over 900 kilometres of roads have been resurfaced, out of the 4 000 kilometres of roads that lay in poor and very poor conditions.

We have stabilised collapsing bridges which posed enormous threats to motorists across our city; most notably with the M2 freeway which will be re-opened in the first week of November.

We have made major inroads into the billing crisis in Johannesburg, a problem that has existed for nearly 20 years. The number of queries every month has come down, the backlogs have been reduced and the average time to resolve queries has been halved.

Facilitated investment in the city has ballooned to 400 per cent of where it stood when I entered office in 2016, rising from R4.5 billion in 2015/16 to R17.3 billion in 2018/19. For the first time in the history of this metro, business has been brought onboard as a partner rather than an adversary, unleashing the private sector's potential to assist the city in addressing its many challenges.

We have extended the operating hours of 26 clinics across the city, which now operate late into the night and over weekends. Hundreds of patients have received lifesaving treatment after hours, and mobile clinics now take these services to communities situated far from primary healthcare facilities.

Under this government, the city's first free substance abuse facilities have been rolled out with five now operating in communities most heavily afflicted by addiction.

The Inner City Project stands poised to transform the skyline of Johannesburg, with 139 properties awarded for development and construction has already begun.

Last week, council approved the expropriation of 37 abandoned factories across the city with the potential to produce heavy housing yields by virtue of the size of these

stands. Sixteen of these are situated around Alexandra, where such initiatives are sorely needed.

Our forensics unit, established under the leadership of General Shadrack Sibiya, has set the standard in the fight against corruption and wrongdoing. With over 6 000 cases under investigation, totalling more than R35 billion in expenditure, this unit has managed hundreds of arrests and dismissals of corrupt city officials.

Our diversification of housing has seen the rollout of the largest site and service project in the history of the city, with more than 4 000 serviced stands due in this financial year alone. We have waged a war on the indignity of residents living without services in informal settlements, bringing more electricity and water to these communities than ever before.

The city is close to welcoming 1 500 new JMPD officers who have been undergoing training since we initiated their recruitment in 2017. This will represent a 50 per cent increase in the size of the JMPD force and greatly assist our efforts to bring law and order to the streets of Johannesburg.

In addition, a specialised K9 Narcotics Unit, another first in Johannesburg, is currently waging a war against drug dealers.

In many ways, the most emotional and difficult part of what has transpired in the DA is that I will not be able to see some of these programmes through to their finality.

I am fully aware that the DA's constitution entitles the party to terminate my membership immediately following this announcement. That is their right.

However, it is my hope that I will be allowed to see my work through to the end of November because there are many pressing matters that must be finalised.

Tomorrow, I am due to appear before the parliamentary portfolio committee on home affairs, which arises from my request for such an audience. I will be there to present how the city of Johannesburg, and its residents, are severely impacted by a failing home affairs department and an inability to protect the borders of our country.

Next week, I will be lodging our court papers against the NPA to pave the way towards the private prosecution of those who have stolen from our residents and have been protected by the SAPS and the NPA.

Also, on the 30th of October, I am due to hold the event to re-open the M2 bridge following the extensive and emergency bridge repairs that have inconvenienced motorists since the beginning of this year.

It remains the choice of the DA whether I will get to see these projects through to finality, but it is my hope that I can be afforded the dignity of ensuring that nobody can reverse these very difficult gains.

Ladies and gentlemen, serving as the mayor of Johannesburg has been the toughest job anyone can possibly undertake. I often joke with staff by saying you only give this job to someone you dislike.

It has, however, been the greatest honour of my life.

I am very much a human being, and will be the first to admit that I make mistakes. When human beings are trying to achieve enormous feats of change, they will always make mistakes.

However, I leave with my head held high knowing that I have been honest, I have fought for the residents of this city and that I have taken every decision with their interests at heart rather than my own.

I would like to thank my coalition partners and the EFF for their dedication to the work of delivering the dignity of change to our residents. I regret more than you will ever know that we will not get to see out this term together.

Finally, and most importantly, I would like to thank the residents of Johannesburg for this great honour.

I have achieved many things in my 60 years, but nothing will ever bring me the pride and joy of seeing our residents benefiting from the dignity of service delivery that they have been denied over so many years.

Thank you."

As Herman finished his speech, DA Leader Mmusi Maimane stood up and embraced Herman, stating publicly to everyone present that "Herman Mashaba is my hero."

In the subsequent months and years critics, generally with a political agenda, sought to characterize Herman's actions as abandoning the people of Johannesburg. However, three important facts refute this claim as false:

1. The South African political system is based on parties and not individuals. If a party no longer backs a representative, that leader lacks a mandate to serve.
2. Herman's actions to set up a new alternative to serve Johannesburg and South Africa are a very powerful demonstration of his commitment.
3. In the subsequent election of a new Mayor, DA Councillors voted for the ANC's Geoff Makhubo over their own DA Candidate – making the DA responsible for the return of an ANC government.

2.7. The Peoples' Dialogue (TPD)

In the wake of Herman's resignation from the DA, there was an outpouring of sentiment from across South Africa that he should start a new political party. South Africans were, and are, fed up with the political choices largely being limited to established parties that have failed either in government or in their imagination in opposition. Joined by Michael Beaumont and Andre Coetzee, Herman's approach was to embark upon an exercise to gauge whether such a new party could gather enough support behind a common set of values.

On 6 December 2019, Herman Mashaba, Michael Beaumont and Andre Coetzee launched the Peoples' Dialogue as a platform to engage South Africans from all walks of life about how we can build South Africa that we can all be proud of.

It was clear to him that the majority of our political parties and politicians operate with self-interest as their primary driver of decision And that political parties were launched because of personal or factional interests rather than those of the South African people.

In his time as Mayor, he was fortunate to meet thousands of South Africans from all backgrounds. They confirmed his deep – seated belief that our country is loaded with potential. We are a proud people and desire to live in a country that works, but we are held back from that possibility by the dynamics of our political system. While we face challenges as a nation, he believed that we are capable of finding innovative solutions to these, driven by the countless talented individuals who share his desire to save South Africa. But he believed that the political system as we know it is conducive to finding those solutions.

That is why he decided to launch The People's Dialogue, because ordinary South Africans needed to engage in a conversation, a 2nd CODESA, about the future of our country because the 1st CODESA appeared to benefit politicians and not people.

The People's Dialogue created a platform for South Africans to talk about the ambitions for their political future and the kinds of values and solutions that would be needed to address the greatest challenges facing South Africans.

South Africans submitted their contributions based on a variety of themes that included:

- Corruption
- Crime and Justice
- The Economy
- Education
- The Environment / Climate Change
- Governance
- Healthcare
- Housing
- Immigration
- Electoral Reform
- Race / Racism
- Land Reform
- The Political System
- Political Leadership

When The People's Dialogue was launched Herman said to his family, Michael and Andre that if 500 000 people engaged the platform and gave it a mandate, then he believed that would be sufficient to start a political party. In just 3 months nobody could have imagined the results it received. The campaign reached over 30 million South Africans with 2.4 million South Africans engaging in the discussions and mandating a new political party.

Arising from this engagement, quite possibly the largest in recent South African history, the following values were created that were carried forward into ActionSA:

- A prosperous South Africa through free participation in the economy.
- A non-racial future for South Africa.
- Social justice that addresses the historical legacy of our unjust past.
- A new education system that invests in the creation of opportunity.
- An unapologetic commitment to the rule of law.
- Ethical Leadership and a professional public service.
- Electoral reform that puts South Africans in charge of selecting their representatives.

The following is an excerpt from the final report of The People’s Dialogue:

“Support for Mashaba’s core values

In addition to serving as a platform to give ordinary South Africans a prominent voice in the project to fix their country, Herman Mashaba also sought to use the experiment to gauge whether there were a significant number of South Africans who shared his personal value-set. If he were going to start a new political party, he wanted to ensure that it would have broad appeal. Mashaba’s values can be defined as follows:

- *Non-racialism:* South Africa must be a country for all its people, where someone’s destiny is not determined by the colour of their skin.
- *Free-market economy:* Our government must not interfere in the economy and rather give the private sector the room they need to flourish.
- *Social Justice:* We must address the painful legacy of our past and reduce inequality to ensure that all our people have access to quality services through a pro-poor plan of action.
- *Rule of Law:* No country can flourish without the rule of law. We must tackle crime, corruption and illegal immigration head-on.
- *Electoral Reform:* Ordinary South Africans must have a direct say in selecting their public representatives. Instead of a party-list system, we need to elect those who serve us directly.

This section discusses support for these core values, as determined through analysis of the submissions received.

Non-racialism

Throughout the submissions from participants, there is overwhelming support for non-racialism within South Africa. Many users emphasised that they would pledge their support to a movement that does not have race as its core focus. Participants want to see that all races are equally catered for and that the party does not use populism as a tool to gain support.

Participants across race groups are cognisant about the challenges faced by black South Africans, and that white South Africans are still enjoying the benefits of a discriminatory system. However, it is also common for participants to argue that empowering black South Africans does

not need to happen at the expense of white South Africans. The best possible outcome will be achieved through the upliftment at all, even though interventions may be required to address the causes of inequality.

Even though many called for non-racialism, some users presented conservative views. Negative views regarding the exclusion of racial groups were picked up, which included the exclusion of both white and black.

Free-market economy

Participants are overwhelmingly supportive of a market-based economy where government interference is reduced. However, the dangers of an entirely free-market economy are noted, with general consensus that government should limit its regulation of the economy to preventing harm. At the moment, economic policy is used to drive political agendas that are not beneficial to the country as a whole, but rather to a small sub-section of the population.

Furthermore, many policy instruments are well-intentioned but corrupted through implementation and political interference. Participants lament the adherence to political ideology in policy-setting. They want to see solution-driven policies informed by evidence and the realities of the country.

In essence: participants are in favour of a free-market economy where the private sector can flourish without overbearing government interference. However, due to the country's legacy of unequal development and resource distribution, there have to be interventions put into place to ensure that economic empowerment opportunities are provided to those that still need it.

Participants called for cooperation between political parties, markets, and economic experts to implement policies that will improve the economy.

Social justice

As mentioned in the discussion of non-racialism, participants agree that many South Africans were afforded unequal opportunities for development due to the country's past of racially discriminatory policies. As such, participants believe that government does have to implement interventionist policies to ensure more equitable distribution of opportunities.

However, participants believe that the measures taken by the ANC-government since the fall of Apartheid have not contributed to reducing inequality along racial lines. Most critically, the education system and the provision of basic services have failed in empowering those parts of the population that were adversely affected by Apartheid-legislation.

It is thus necessary for a more pragmatic approach to social justice. The focus should shift away from "vanity projects," such as renaming towns and roads, to programmes that truly affect social change. Improving the education system is seen as key. The country requires political leaders that

are willing to make decisions that might be unpopular in the short-term but will benefit the country in the long-term.

The rule of law

Participants are unanimous in their support for improving the rule of law. There is a general disappointment with the fact that crime, corruption and illegal immigration have been allowed to reach the levels that it has. Participants believe that we cannot hope to achieve progress without a return to the rule of law.

Some participants believe that legislative reform is required to improve the rule of law, while others believe that the solution lies with the enforcement of existing legislation. However, it is clear that criminal behaviour must be treated more harshly and that criminals, rather than innocent citizens, must live in fear.

Electoral reform

The support for electoral reform was a surprising outcome identified in the Interim Report. This support of electoral reform was echoed in the submissions analysed for this report. Fundamentally, participants believe that the current electoral systems do not promote accountability and that politicians are beholden to their political parties rather than the constituents that they are meant to serve.

As such, there is significant support for electoral reform that ensures direct representation rather than the current system of a party-list system. Many participants are especially interested in changes that allow the direct election of the President of the Republic.

Concluding Remarks

The People's Dialogue signifies a unique approach to politics in South Africa. Political leaders predominantly assume that they know what is best for the people they intend to serve.

However, TPD decided to deviate from that assumption and afford ordinary South Africans a voice in addressing the challenges facing their country.

The message coming from the people has been clear. Dialogue is important, but only if it is linked to action, and providing a political alternative to the system that has failed us so fundamentally.

South Africans clearly hold an inherent distrust of our current political system and parties. In 2019, 53% of our voting-age population did not vote. This is not because there are not serious problems in our country, but because most people in South Africa do not believe our political establishment will improve their lives.

The summary and suggestions made in this report serves as a solid foundation for Herman Mashaba to build a policy agenda for a new political party. Because of the inclusion of the

voices of South Africans, this party should stand apart in being the only party driven from the outset by engagement with those it wishes to serve.”

2.8. The launch of ActionSA

To save South Africa we need to Act as One.

Act as One for a prosperous, non-racial and secure future for all South Africans

ACTION SA - PUTTING SOUTH AFRICA FIRST

President Herman Mashaba during the official launch of ACTION SA ON 29 August 2020

As The People’s Dialogue concluded there was an atmosphere of impatience in South Africa. People appreciated the platform created by The People’s Dialogue but, with the challenges facing South Africans, the impatience with discussion was evident.

While now having to prepare to launch a political party South Africa, like the rest of the world, was struck by the Covid-19 pandemic. This meant that all preparations, and the launch itself, would take place under the limitations of the hard lockdowns – which did not permit gatherings.

By this time, the team had grown to include Funzi Ngobeni who had joined to develop our structures on the ground and Lerato Ngobeni (no relation) as a National Spokesperson.

The name of the party itself had been developed through a team of people who, through a virtual creative session during hard lockdown, had thrashed out option after option. The funds simply did not exist to pay an advertising agency so we had to do it ourselves. It was not easy, with over 600 political parties already registered, to come up with something unique but the team knew the prevailing mood in South Africa was people fed up with empty talk. When we combined this with something that needed to capture our national identity this is how ActionSA came to be the name.

The launch of the party took place on 29 August 2020 in a small studio in Johannesburg broadcasting live to all media houses and to South Africans locked down at home through social media platforms. A programme of speakers like Funzi Ngobeni and Michael Beaumont were interspersed with well-known South Africans publicly endorsing this new political party, including Paul O’Sullivan, Mandisa Mashego and the twin brothers that are the band Locnville.

Herman Mashaba delivered the final speech in the programme, flanked by his wife and children, part of which is provided below:

"26 years into our democracy, South Africans are suffering.

We suffer from the highest levels of inequality.

We suffer from an economy that does not grow, leaving 10 million people unemployed and families destroyed by the stress of hunger.

We suffer from levels of crime that leave law-abiding citizens living in fear while criminals roam our streets with impunity.

We suffer from an education system that grooms our young people for nothing better than unemployment.

We suffer from racial division and hatred, and betrayal of the promise that every South African is equal and valued.

We suffer from a government that has taken us backwards, not forwards; that loots the funds meant to deliver opportunity, dignity and services to the people of our country.

We suffer greatly as a people.

But, my fellow South Africans,

If there is one thing I know about the South African people, it is that we are resilient.

We have endured hardship and have prevailed.

We succeed in spite of our government and not because of it.

We believe, even when there is little to believe in.

And let me tell you today, we are the majority in our country.

We are not the radicals who hate and sow divisions amongst us.

We are not the criminals, the extremists, the corrupt, or the racists.

We are the good, hard-working, law-abiding, family-oriented and freedom-loving people of our beloved country.

We are the South Africans who love our country, hate what has been done to it, but have given up on the political system because it does not give us cause for hope.

We are the greater people of this country, the silent ones, the unseen and ignored.

We are black, we are white, we are indian, we are coloured, we are young, we are old, we live in cities, we live in villages, we are heterosexual, we are LGBTQI, we are men, we are women, and we all have had enough!

Because we have been silent for so long, we've given power to the noise of the few who claim to speak for us.

But not anymore, our voices are rising and rising.

We are ready to take action and take back the future of our country.

There is nothing as powerful in this world than that moment when good people realise that they are the majority, and stand together to change the course of history as one.

Today, I stand before you to offer you hope in the face of our despair.

I stand before you today to launch a new future for our country in the face of our national depression.

I stand before you today to tell you, with a deep sense of conviction, that we will emerge from the depths of our despair and enter a new age of prosperity.

Make no mistake, it will not be easy.

We face the grim prospect of 3 to 7 million more South Africans joining the ranks of the unemployed in the wake of Covid-19.

We face trade unions that will protect their members at the expense of the unemployed.

We face political parties who will want to divide us because they are threatened by the positive change that we threaten to bring.

However, if there is one thing that I have learnt by engaging South Africans through The People's Dialogue, it is that together we will overcome and prevail."

2.9. IEC Registration debacle

ActionSA registered with the IEC on September 17, 2020 following the launch of the party on 19 August 2020, after having fulfilled all of the registration requirements.

ActionSA registered as a political party at national level, across all 9 provinces, because our ultimate goal – irrespective of where we contest 2021 Local Government Elections was to challenge for national power in the 2024 General Elections.

REJECTION OF POLITICAL PARTY'S REGISTRATION

The IEC ruled that ActionSA's application for registration as a political party was rejected. ActionSA was informed in writing of the failure of its application based on the similarity of its symbol or distinguishing mark to that of another party already registered as well as the fact that the logo includes the South African national flag.

An existing party, Party of Action (POA) objected to the application of ActionSA on the basis that the proposed logo was "too similar" to its own. Section 16 (1) (b) of the Electoral Commission Act 51 of 1996 provides that the Chief Electoral Officer may not register a party if its distinguishing mark or symbol resembles that of another registered party to such an extent that it may deceive or

confuse voters.

The rejection was also based on the symbol of ActionSA containing the national flag as part of its symbol.

“Given that the national flag has been registered under the Heraldry Act 18 of 1962, no organisation, institution or concern, including a political party, may use the flag or portion of the flag to form part of its emblem,” the Electoral Commission wrote.

On 28 October, Action SA lodged an appeal with the IEC, challenging the decision of the Chief Electoral Officer to reject the registration of the party. According to the Electoral Commission Act, the appeal against the decision of the CEO will now be heard by the IEC Commissioners.

ActionSA’s submissions were twofold:

1. That the IEC allowed too many parties to remain as registered parties by not de-registering parties that failed to meet the minimum requirements to remain registered. This created an impossibility of new parties registering names and logos that did not contain some similarity to any of the 600 registered political parties.
2. The Heraldry Act was a law in disuse (abrogation) and that many political parties, private and public entities had registered identifying symbols that drew upon the South African flag.

The IEC upheld their original decision to reject Action SA’s application to register as a political party, despite finding in our favour in the issue of the logo and the Heraldry Act.

The ActionSA Senate initiated a public engagement process. The purpose of the engagement is to determine whether ActionSA supporters believed Action SA should challenge the IEC in the High Court or simply amend the logo and finalise the registration.

Action SA supporters spoken through this process and despite the high confidence in a High Court review succeeding, 92% of more than 8000 official view have guided the organisation to change the logo and proceed. Action SA has listened to this feedback and resolved to initiate the redesign of its logo (Show pic)

On the 13th December 2020, Action SA received a written communication from the IEC that confirms that Action SA’s official application to be registered as a political party with its new logo has been approved. This follows the decision taken by Action SA to forgo its legal challenge to the IEC previous decision to forgo its legal challenge and make the changes to the logo that could see the party registered. This decision was inspired by the need to focus on the issues that matter to South Africans.

ActionSA Battles with the IEC did not end there

On Monday, 4 October 2021, less than a month before the date of the local government elections, ActionSA learnt of its name being excluded from the ward ballot papers.

When ActionSA registered it recorded its full name as ActionSA and recorded that the party did not have an abbreviation. This was because ActionSA chose a name that was 8 characters long (the IEC's prescribed limit for an abbreviated name). In addition to this, the IEC's registration form, as prescribed in the Electoral Commissions Act of 1996, indicated that abbreviated names were not required. It was ActionSA's contention that the IEC's design of a ballot paper that left blank the space of any party that did not have an abbreviated name was irrational, unlawful and constitutional.

In the IEC 's drafted ballot paper, only our logo features – the party's name does not appear and an empty space has been left in its place (show pic). The implication of this is that ActionSA supporters will be limited to a candidate name and a logo to identify the party on the ward ballot, while other parties will have the benefit of their popularised acronym appearing.

ACTION SA TAKES IEC TO COURT TO CHALLENGE FOR THE NAME OMITION

ActionSA's Senate resolved on 7 October to challenge the decision of the IEC to represent our name on the ward ballot paper through an Electoral Court application. Despite the Electoral Court having rules that requires it to hear a matter within 3 days of papers being filed, given that Electoral Court matters are inherently urgent, the court bizarrely only set down the matter only for 21 October 2021 with the first day of voting due to begin less than two weeks later. In many ways this delay created the very impossibility that later formed part of the judgement against ActionSA's application.

The Electoral Court, in a split judgement, found against ActionSA's application with a minority opinion in our favour. ActionSA had to get ready to contest the 2021 local government elections with difficulty of voters to locate our party on one of the ballots. ActionSA went to great lengths to mitigate this disadvantage, including printing thousands of boards with our logo for every voting station to assist South Africans to locate our party on the ballot paper but, by our estimations, our ward ballot votes numbers around 60 000 votes less than our PR ballot votes.

Our brief time as a political party has been beset by issues with the IEC. We have been refused to register as a party and we have been ignored in our concerns about the Multi-Party Democracy Fund that the IEC openly advocates for people to exclusively fund political parties established in Parliament. The exclusion of our candidates from the candidate list published this week has been solved but not publicized and we must endure an arbitrary refusal to reflect Action SA equally on the ballot papers.

Herman Mashaba in a media briefing accused the IEC of a “pattern of sabotage”, aimed at impeding the fledgling party’s ability to take part in the upcoming local government elections. (Show pic)

2.10. ORGANISATIONAL EVOLUTION

03 NOVEMBER 2021, LOCAL GOVERNMENT ELECTIONS ActionSA’s Senate took the extraordinarily difficult decision to limit local government contestation to only 6 municipalities; Johannesburg, Tshwane, Ekurhuleni, eThekweni, KwaDukuza and Newcastle.

What made this decision difficult was that ActionSA had begun to spread more rapidly than anticipated and structures had launched in all nine provinces. However, it was viewed as necessary to limit the amount of municipalities to avoid being spread too thin with an election only a year after the launch of the party.

ActionSA fielded candidates in every ward of these six municipalities along with Mayoral Candidates who had headlined municipal campaigns:

Action SA Mayoral Candidates

- Herman Mashaba – Johannesburg
- Dr Makhosi Khoza – eThekweni
- Abel Tau – Tshwane
- Tlhogi Moseki – Ekurhuleni
- Nel Sewraj – KwaDukuza
- Faizel Cassim – Newcastle

HOW ACTION SA FAIRED IN LGE 2021

ActionSA’s first elections were undoubtedly a success acknowledged by commentators and analysts across the media environment.

Despite contesting only 6 municipalities (out of 278 in South Africa) ActionSA came 6th nationally achieving nearly half a million votes. Voting Districts were won by ActionSA in suburbs and townships and in CBDs and informal settlements. This was perhaps one of the most important achievements because, for the first time in South Africa’s history, a political party was achieving significant support across racial and class lines – recording 21% support in places like Soweto and 20% in places like Sandton.

As a direct consequence of ActionSA, the ANC was brought below 50% in all municipalities contested and brought down as low as 35% in the metros across Gauteng. For the first time South Africans witnessed a centrist party taking serious numbers of votes from the ANC.

the strength in some areas to outmuscle the big boys. Their flying start to this election hasn't gone unnoticed, and Phumzile Van Damme was unapologetic in her assessment of ActionSA – claiming that they have “kicked ass” so far.....“Ill die on this hill, I don't care ActionSA has kicked ass. They ran a damn good campaign and dominated social media. They were on the ground way before other parties. Oh, to be a fly on the wall as parties grovel for coalitions”.

DREAM DEBUT FOR MASHABA'S PARTY

Dawie Scholtz, a leading election expert has also sung the praises of Action SA, after he highlighted some of the key areas where Herman Mashaba and his colleagues have excelled.

- Both suburban and townships voters are behind Action SA
- The white vote is throwing its weight behind Action SA, putting their faith in Mashaba
- Early signs suggest that Action SA is here to roll

3. Interim Constitution

3.1. Party Name

“My fellow South Africans”

It is now time to reveal the name and identity of our new party. Now is the time for Action!

ACTION SA

“Now the time for talking is over, and the era of Action is upon us, I stand before you to dedicate this new party to you, the people of our country”

(Herman Mashaba – Launch of Action SA – 29 August 2020)

Dictionary meaning of the word Action – The process of doing something typically to achieve an aim, it could also mean something done to stop bad situation.

Synonyms of Action – Activity, Activeness, Animation, Bustle, Enterprise, Exercise, Exertion, Hustle, Operation, Plan, Process, Recreation

3.2. Party Logo

Circle – denoting Oneness, whole . wholeness (Acting as One (Act as One)

“A” shape – denoting forward progress through Action.

The new logo, that was ultimately approved and registered with the IEC, was green and white (many thought this was a cleaner design).

3.3. Party Motto (Tag line)

ACT AS ONE

ACT – to do, to take part, to participate

AS – like

ONE – Oneness , Unity, Togetherness, All, Wholeness

We will Act AS ONE to build South Africa we can all be proud of. We will ACT AS ONE to put our values and principles into action. We will not be a party of words only, we will be a party of deeds / actions

Time for talking is over, South Africa needs action

ACT AS ONE to build a prosperous, non – racial and secure future for all South Africans

ActionSA changes Official Slogan to Let’s Fix South Africa

At a meeting of the ActionSA Senate on Friday, 24 June 2022, our highest decision-making body, ActionSA has resolved to change the official slogan codified in the launch of our Party.

Originally the slogan was announced as Act As One, a call to South Africans to unite and come together in the interest of building a truly multi-racial party in which all South African can find a political home. The view of the Senate is that ActionSA has accomplished this objective and already stands as the most diverse political party in South Africa.

The Senate adopted our 2021 election campaign message as the official new slogan of the party to be captured in our constitution – **Let’s Fix South Africa**

The rationale of this choice lies in our commitment to provide hope to all South Africans against the despair that has become associated with the failed political establishment. We must be the party that makes South Africans believe that our country can be fixed and to place real solutions on the table to address the challenges faced by South Africans daily.

ActionSA believes our country is bursting with potential and its people are good, freedom –

loving, and resilient people who have withstood nearly 3 decades of failed government.

We see it as the mission of our 2024 election campaign to galvanise South Africans, of all backgrounds, that we can come together to **Fix South Africa**.

3.4. Party Colours

Our dominant colour is Green, meaning we need to work the ground fertile, paint South Africa green, the colour green is life, renewal, nature and energy

Green is always associated with growth, harmony, freshness, safety, fertility and environment. Green is also associated with money, finances and the economy. It has a healing power, and is understood to be the most restful and relaxing colour for the human eye. Green can help enhance vision, stability and endurance. It is the colour of balance, growth and harmony. Green is also the colour of spring, of renewal and rebirth. It is the sanctuary away from the stresses of modern living, restoring us back to a sense of well being. Green is an emotionally positive colour, giving us the ability to love and nurture ourselves and others unconditionally, it is a natural peacemaker.

(The Interim Constitution will be an addendum as it deals with all aspects from 3..5 to Number 4 of Solution Blue Prints which will also form part of the addendums including Code of Ethics or Conduct for both members and public Representatives)

3.5 Vision

An inclusive, prosperous and secure future for all South Africans in a country healed from its past

Our vision hinges on two the following statements as contained in the South African Dream paper:

"Action SA's vision is clear: to build an inclusive, prosperous and secure future for all South Africans in a country healed from its past"

"South Africa will be moved towards the point where black people are at the same level of material and cultural wellbeing as their white fellow citizens" – This statement points out ActionSA's commitment to building a non-racial society where every South African citizen irrespective of their race, creed, ethnicity or religion will have equal socio-economic opportunity to develop and advance themselves.

The principle of building a non-racial society is in line with our founding values and principles. Also aligns with the principle of economic prosperity to close the gap of racial economic inequality and current racially based economic empowerment policies. These policies have proved to be ineffective in addressing economic disparities and poverty in the country. Instead,

they continue to create a small elite group of politically connected individuals while the status quo remains unchained in the main.

– SA Dream 2022

The SA Dream articulates the parameters of and gives expression to ActionSA's strategic vision.

In our endeavor to address these challenges we need to look at both our history and current policies of government that have led to this difficult situation.

3.6. Mission

We exist in service to the South African people by working to deliver governments at local, provincial and a national level that act effectively and decisively to their benefit

Our mission is premised on our resolve to build a people centered political party that can lead an accountable government guided by the values of good governance, ethical leadership, and transparency, rule of law, professional public service and accountability. This construct will shape and inform political democratic legitimacy of a government that we envisage led by a political organisation that inspires confidence and trust among its citizens, business and international community.

At the center of this government is a competent and effective political leadership and administration that is committed to serve its population by providing quality public services in an effective and economically efficient manner. This resolve will ensure that the citizens of South Africa enjoy a better quality of life through the provision of better public goods and services comparable to international standards, thus making South Africa a preferred country to reside and do business for both its citizens and the international community.

Quality public goods and services are critical in building a thriving and stable society that has the opportunity to fully exploit the potential and talent of its people and the abundance of its natural resources to build a sustainable system of government and thriving economy for all its citizens.

Our mission is encapsulated in our founding values and principles which in the main seek to address political, economic and social challenges facing the country since the dawn of democracy.

Action SA will use these principles as a foundation to develop and implement policies that will meaningfully empower all citizens irrespective of their race or background.

Civil Rights and Freedoms (Bill of Rights in the Constitution)

The South African Constitution is the supreme law of the country and the basis for our democracy. The fundamental civil rights and freedoms are entrenched in the Constitution's Bill of Rights. Key to the mission of Action SA is the freedom of expression and association which empowers all

South Africans to form or join political parties or civil society organizations of their choice. It is in pursuit of these rights that Action SA seeks to better the lives of all South Africans in line with our vision and guided by our founding principles and values. These principles themselves give effect to the principles and values of government as enshrined in Sec 195 of the Constitution RSA (1996).

Action SA hopes to revive the public confidence of a rainbow nation that emerged immediately after the dawn of democracy in the country. It is this vision of a prosperous united South Africa upon which we would like to focus our efforts and rally every citizen behind.

4. Membership Induction

4.1. Recruitment

It is an overall process of identifying, sourcing, screening, shortlisting and if possible interviewing new members

The action of enlisting new members

It could be done in different formats or styles like:

- Developing a recruitment strategy
- Setting goals and targets
- Deciding on the message you wish to communicate
- Identifying where potential new members can be found
- Selling your organisation
- Always stressing benefits (if any)
- Ensure inclusion into projects, programmes and campaigns
- Developing membership retention strategy
- Communicating regularly with new members
- Meeting new members' needs
- Asking for feedback from new members

4.2. Type of member

Any member can become a member of the Party as long as they comply with the following:

They are a South African citizen or permanent resident

They are over the age of 16 yrs

They believe in and adhere to the Founding Principles of the Party, (Chapter 1)

They considered themselves bound by the provisions of this Constitution and any binding documents issued by the Senate

They apply, through the prescribed process, to become a member of the Party

They are not a member of another political party

An efficient leader that serves the interest of all South Africans

An ethical leader committed to serving South Africans

A principled and highly moral person

Somebody capable of conforming to the rules of conduct

A leader with the combination of competencies of strategy and character

A person who acts with integrity and trust

Somebody with values and a purposeful action

A service – driven and a responsive person

A true community – liaison person

Someone who is willing and committed to accountability

A hands on person with a correct / positive attitude

A thought leader

4.3. Membership retention

- It is a measure of how many of your members keep their membership active, it is a critical component of the membership model, because it describes how you keep your members from cancelling their membership and how you ensure they find sufficient value in the services that you're offering

- It is determining how many members stay in your membership versus how many members cancel their membership

- Membership retention is important because it measure whether you're delivering the results and transformation your members are looking for. It is an important tool for:

A – Assessing how much value members are finding in their ongoing membership and

B – gaining insights on how to create added value for members and how to scale your membership in future

- **Retention Strategies could include:**

- Target audience focus
- Long term incentives
- On – Boarding focus
- Avoid member suffocation
- Customize communication channels
- Adopt membership software (New)
- Survey existing members
- Reinforce membership benefits
- Run attractive campaigns and programmes
- Offer perks and benefits (If necessary)

5. Servant Leadership (Principles)

In line with our vision and mission statements, the ActionSA political academy aims to develop a culture of servant leadership among our members.

Servant leadership is characterized by a set of qualities and attributes that every member of the organisation at all levels of leadership is expected to possess and uphold.

Such a leader distinguishes themselves from others by exhibiting a way of thinking, political ideology, behaviour, character and a public image that conveys and portrays the attributes and values of ethical leadership, discipline, trust, high ethical standards, people-centric, responsibility, transparency, responsiveness, accountability and respect for the rule of law.

A servant leader distinguishes himself/ herself from others through his/her character, conduct and behaviour in all sectors of society and thus excels and performs in his/her own specialized league way above an average career politician or public representative in their duties and responsibilities.

The ActionSA Political Academy instils and cultivates a unique culture and way of thinking in our leaders that becomes their inner core philosophy (DNA/ distinguishing feature) that defines their way of life and commitment to a political ideology of servant leadership.

Thus, the academy's primary focus is on building and developing a unique crop of leadership with a high degree of discipline and dedication to the political doctrine and course of the organisation in leading and governing the South African society.

An ActionSA leader is driven by his/her unparalleled commitment to the development and empowerment of others instead of the desire for personal material gain or influence.

He/she aims to build synergistic relationships with communities and members of the party rather than controlling and exploiting others in an authoritarian manner.

Servant leaders derives their authority by promoting innovation empowering others (members and communities) and ensuring the wellbeing of those they serve.

A servant leader is expected to demonstrate the attributes of empathy, listening and stewardship and commitment to the personal growth of others.

7 Key Principles of Servant Leadership

1. Honor Others (Before Yourself)

Albert Einstein once said, "I speak to everyone the same way, whether he is a garbage man

or the president of the university.”

2. Inspire Vision (Before Setting The Course)

Helen Keller wrote, “The only thing worse than being blind is having sight with no vision.”

3. Choose Ethics (Before Profit)

“A good name is to be chosen over great riches,” Proverbs

4. Empower Others (Before Personal Gain)

“It’s amazing what you can achieve if you don’t care who gets the credit.” President Harry S. Truman

5. Privilege People (Before Tasks)

Simon Sinek, a visionary in the field of living out purpose, said, “When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”

6. Balance Focus With Flexibility (Before Making Decisions)

Leaders too often self-destruct when they are unwilling or unable to innovate and adapt to meet new circumstances.

7. Serve With Humility (Before All Else)

“Humility is not thinking less of yourself, it’s thinking of yourself less.” Pastor and author Rick Warren

Level 1 leadership is position. People follow you because they have to. This leadership position is based rights granted by the position. It comes with the job title and is the lowest level of leadership. It is wrong for a leader to use position to get things done. Leaders who use position to get things done rely on rules, policies, the organogram etc to get things done. Positional leaders have difficulty working with volunteers. With positional leadership you do not need any ability or effort. In a sense, you do not have to remind people that you are the principal, deputy principal or departmental head.

Level 2 leadership is permission. People follow you because they want to. This leadership is purely based on relationships. Level 2 leaders care for their followers. You can like people without leading them but you cannot lead people well if you do not like them. Level 2 leaders build solid and lasting relationships.

Level 3 leadership is production. People follow you because of what you have done for the organization. This leadership level gets things done. This leader gets results. This is where things begin to happen. The team morale improves. Leading and influencing others becomes fun. Level 3 leaders are change agents.

Level 4 leadership is people development. People follow you because of what you have done for them. Th personally. These are great leaders. Leaders become great not because of their power but because of their ability to empower others. A principal should at least be a level 4 leader and should invest energy in developing teachers to become leaders in their own right.

Have in your year plan staff development day. At this level, team work goes to a very high level and performance increases. This happens because “everybody is a leader in your staff members”. Level 4 leaders change the lives of people they lead.

Level 5 leadership is the pinnacle. People follow you because of who you are and what you represent. This is the highest and most difficult leadership position. This level requires the effort, skill, intentionality and a high level of talent. Level 5 leaders develop followers to become level 4 leaders. Level 5 leaders usually transcend their position, organization and even the industry. Very few leaders reach this stage.

6. Organisational Culture

This is a system of shared assumptions, values and beliefs, which of course govern how people behave in an organisation. organisational culture includes an organisation's expectations, experience, philosophy, beliefs and values that hold it together and is therefore expressed in itself – image, inner workings and dealings, interactions with the outside world and future plans, strategies and expectations.

Culture is therefore based on shared attitudes, beliefs, customs and written and unwritten rules that have been developed over time and are considered valid. Culture also includes organisation's vision, values, norms, standards, systems, symbols, language, assumptions, beliefs, expectations and habits.

Simply put, organisational culture is "the way things are done around here."

Organisational culture affects the very people and groups interact with each other, with clients and with stakeholders. It can also as culture may influence how much members identify with their organisation.

Organisational culture is not stagnant. Members of an organisation develop a shared belief around "what right looks like", as they interact over time and learn what yields success of what doesn't. When those beliefs and assumptions lead to less than successful results, the culture must evolve for the organisation to stay relevant in a changing environment.

Organisational Culture include:

- The way the organisation conducts its business, treats its members, stakeholders and the wider community
- The extent to which freedom is allowed in decision making, developing new ideas and personal expressions
- How power and information flow through its hierarchy
- How committed members are towards common collective objectives and goals

As Action SA we seek to define and nurture a distinct organisational culture based on the developmental ideology of the organisation

To also inculcate a character and way of thinking (mind set) among our members that instils discipline, focus, determination, self – reliance, political doctrine, selflessness and resilience

To create a conducive environment that supports critical thinking while upholding the norms and standards, values and principles of the organisation.

(South African Dream, a new Action SA document will be yet another addendum)

"We will no longer be silent

We will no longer let the corrupt, the racist and the radical few speak on our behalf

We will no longer allow our country to be destroyed by greed and incompetence

Let us act as one for a capable and ethical government

Let us act as one against unemployment

And act as one for jobs and quality education

Let us act as one for the protection of our women and children

Let us act as one against inequality

And act as one for social justice

Let us act as one, because actions speak louder than words