



AFRICAN NATIONAL CONGRESS
BRANCH
MANUAL

2015

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This manual contains basic information to help BECs build stronger branches. It should be used together with key ANC documents like:

- Strategy and Tactics
- The ANC Constitution
- January 8th Statement
- Conference Resolutions

This 72-page version is complete except for:

- * the Case form on page 66
- * the Freedom Charter

FORWARD

By ANC Secretary General
Comrade Gwede Mantashe

Over the past 103 years of its existence, the ANC has been rooted amongst the people. The branch of the ANC is the central point where members of the ANC can participate fully in the life of the ANC and can help shape and take forward the policies of the ANC. It is the basic organ of the ANC. It is where we evaluate and monitor the effectiveness of our policies implemented by the ANC led Government if the branch understands that it has the responsibility of taking up issues that affect the community.

The branch of the ANC should be in touch with our communities all the time and understand their hopes and concerns. The structures of the ANC work with our public representatives (Councillors, MPLs and MPs) to find solutions to challenges facing our people. The branches of the ANC must constructively engage these public representatives. They should not religiously protect them even when mistakes have been committed, nor should they be destructive and opportunistic in these engagements.

The *Strategy and Tactics* document of the ANC states that the goal of the National Democratic Revolution (NDR) is to solve three basic and inter-related contradictions:

- ▲ Firstly, colonialism of a special type in South Africa (CST) – where the colonised and the coloniser lived within one country;
- ▲ Secondly, racial oppression and class super-exploitation;
- ▲ Thirdly, patriarchal relations of power.

These contradictions found expression in *“National oppression based on race, class, super-exploitation directed against black workers, and the triple oppression of the mass of women based on their race, their class and their gender. The main content of the NDR therefore remains the liberation of Africans in particular and Blacks in general from political and socio-economic bondage. It means uplifting the life of all South Africans, especially the poor, the majority of whom are African and female.”* It is against this framework that the effectiveness of our policies and the reliability of our structures can be tested.

The ANC believes in the mobilisation of all South Africans to build a single united non-racial non-sexist society. It is the primary responsibility of ANC cadres and collectives in structures to organize and mobilize all classes and strata in society behind all programmes of the revolution, the NDR. We strive towards uniting all the people who live in South Africa. We wish to form meaningful partnerships with each sector of society so that we act together for realisation of the common good.

Each ANC member must be a true, selfless and caring servant of the people. For this reason, we need to recruit as many South Africans into the ANC to form strong local ward-based branches. We wish to form a committee in every street of our country so that we act together to ensure that our government delivers services to the people. This branch manual will guide you towards achieving our goals of a consolidated fighting force for the advancement of the goals of the NDR.

INTRODUCTION

The African National Congress

The African National Congress is much more than just a political party. By joining the ANC you can become part of a powerful movement to build a better life for all.

The ANC has fought for freedom and equality for all South Africans since 1912. Our members have a proud history of struggle against oppression and discrimination. For most of the 20th century we opposed the Apartheid system and faced banning, prison, exile and even death.

We stand for a South Africa where all shall be equal – black and white, men and women. We want to end the injustice and poverty that was caused by Apartheid and colonialism and build a country that truly belongs to all of us. We are committed to building a society free of discrimination, where all are able to reach their potential.

The ANC's role as the main liberation movement was recognised by the people in 1994 when we won a large majority of the votes in the first democratic elections. Since then, the ANC has been in government and has increased its support in every election. We believe this is because we have delivered many of the changes our people expected. At the same time, we know that we still face many challenges and problems and that the struggle for a better life is far from over.

Freedom has brought us the responsibility of government. We have made much progress. All our people have equal rights. Discrimination on the basis of colour and gender is now illegal and we have started erasing the scars left by Apartheid. We have housed millions and doubled the number of people who have electricity. Millions of South Africans have been given access to water, electricity, toilets, schools and clinics.

We are left with many challenges. Our country remains divided between black and white and rich and poor. Unemployment is very high and far too many families still live in poverty. Education and health services still suffer under the legacy of the past where the quality of services available for the rich is very different from those used by the majority. We now also face new challenges like crime, drugs and HIV and Aids.

We can achieve our goal of building a better South Africa for all in the long term driving economic development, poverty alleviation and improved service delivery. We have the National Development Plan that spells out what must be done to ensure jobs for all and to reduce poverty and inequality. In the long term (till 2030) we have to build strong economy that can employ our people, a quality education system that provides the skills we need as a country, and communities that are safe and healthy for our children to grow up in. In the short term, we have to make sure that the most vulnerable people in our society are cared for and that social grants, healthcare, basic nutrition, water, sanitation and power reaches every household.

The ANC believes that the people should have a say about issues that affect them and that government should consult and empower people to take control of their own development. We believe that government cannot solve the problems we face without building strong partnerships with communities and organisations. ANC branches, Councillors, Mayors, MPs and MPLs all have

an important role to play to stay in touch with the people and keep them informed of government programmes, laws and services. But the real work of building better communities, and a better South Africa, can only be done by clear and committed ANC members who play a positive role to transform and develop in every part of our society.

The branch, and its members, are the most important parts of the ANC. Branches debate new ANC policies and nominate leaders for the national and provincial executives. Branches select our MPs, MPLs and councillors. The future strength of the ANC depends on the strength of our branches.

Most importantly, branches are the link between the ANC and the people we serve. Branches identify problems and monitor government implementation and delivery in their communities. ANC members are agents for change in every community. They help people with their problems and inform them of new rights and services. They build partnerships to deliver, and mobilise local organisations. They help people to access opportunities and start projects. Where government fails or performs badly, branches help to make the voice of the people heard.

CORE VALUES EXPECTED OF AN ANC CADRE

Human rights, equality and dignity

Our movement was built on fighting for the principles of equality, dignity and rights for all. These are the core values that informs everything we do and how we act towards our people and each other. It means that we have to “*walk the talk*” and fight for and defend the rights of those that are oppressed or discriminated against. We have to treat all human beings as of equal value and treat them with respect and protect their dignity.

Humility and respect

Nelson Mandela, OR Tambo, Albertina and Walter Sisulu are among the many ANC leaders that taught us the value of humility and respect for all the people we serve. We never put ourselves above the people and should treat everyone with the same level of respect. Those who are in leadership or government are put there by the people and should never forget that they owe their position to the trust the people put in them.

Selflessness and Service

We join the ANC because we support the goals and programmes of the organisation. Over the last 100 years our best leaders have taught us that there is no place for self-interest and that we can only achieve our goals through selfless service to our people and our movement. We earn the trust of the people by working for them and with them.

Integrity

We expect all ANC members and deployees to act with honesty and integrity at all times. To keep the trust of the people we must tell no lies, deceive no-one and undermine no legitimate process. We have to treat the resources of the state as the resources of the people given in trust to our public representatives to oversee. Stealing from the people through corruption is one of the worst crimes a cadre can commit. We have to respect the democratic processes of the country and the ANC, and never undermine or try to manipulate the will of the people for our own ends. ANC members who engages in activities like cheating in elections, manipulating tender processes, or lying about their own achievements, will be disciplined and may face expulsion.

Loyalty and unity

All ANC members are expected to be loyal to the goals of the ANC to build a non-racist, non-sexist and democratic society. We have to unite to follow the strategies adopted at our conferences to achieve our goals. We are expected to be loyal to the Constitution of the ANC and to the leaders that are democratically elected. We may differ on tactics to achieve our goals, and at times, we will contest each other for elected positions. The way we conduct ourselves in contesting policies or leadership positions should never undermine or destroy the unity of the ANC.

Discipline

ANC members must behave in ways that earn the respect and the trust of our people. Discipline includes personal behaviour such as accountability, reliability, integrity and honesty. Discipline means that you put the people and the organisation before your own interest and always act in ways that will best serve the ANC and help achieve our goals. It also means respecting the democratic processes in the ANC – once a decision is made all ANC members are expected to respect and implement that decision. As an ANC cadre, what you do in your personal life, or your free time, is just as important, and at all times you have to behave like a role model and a leader.

Democracy

This value underpins the way we organise. Within the ANC we make democratic decisions based on the will of our members and those sitting in leadership structures. We believe in the collective and will never be a party that is dictated to by one “*strong leader*”. In our society we seek to involve our people in making decisions about issues that affect them. Our style in government is built on consultation and participation. We respect the will of the majority as it is expressed in organisations, society, elections and the three spheres of government. (*see page 10 for more on democracy within the ANC*).

PART 1:

Important ANC Structures

In this section of the manual we briefly describe:

- 1. Constitutional structures of the ANC*
- 2. Democracy in the ANC*
- 3. Relationship between ANC and government*
- 4. Constituency offices and their work*

The section after this one deals mainly with branch work.

Read the ANC Constitution for more detail.

1. Constitutional structures of the ANC

NOTE: Rule 6 of the ANC Constitution states that not less than 50% of all elected structures of the ANC must be women.

■ NATIONAL STRUCTURES

National Conference

The national conference takes place every five years. This is the highest decision-making body of the ANC and determines the broad policies and direction the ANC will take. It is also the place where branches come to elect the national leadership and 90% of voting delegates are from ANC branches.

National Executive Committee (NEC)

The NEC is the highest decision-making body of the ANC in between national conferences. It has the power to set policy and programmes in line with the broad policy guidelines determined by the National Conference.

The National Executive Committee (NEC) of the ANC consists of the six officials (President, National Chairperson, Secretary General, Deputy Secretary General, and National Treasurer) plus 80 elected additional members. The NEC may co-opt five additional members.

Ex officio members (not elected but have voting rights):

- The NEC also has direct representation from provinces – the chairperson and secretary of every Provincial Executive Committee automatically serve on the NEC.
- The President and Secretary of the Youth, Women’s Leagues and Veterans’ League also serve on the NEC.

National Working Committee (NWC)

A smaller working committee is elected by the NEC to do the day-to-day management work of the organisation. It meets in between NEC meetings. Officials also attend the NWC.

National General Council (NGC)

National General Councils can be held in between national conferences to bring the organisation as a whole together to review policies and programmes and to determine new directions. The composition is similar to national conference, but it usually involves less people.

National Policy Conference

Policy Conference meets at least 6 months before Conference to make recommendations for policy changes.

■ PROVINCIAL STRUCTURES

Provincial conferences

Provinces have to hold provincial conferences once every four years. The conference accepts reports, debates policies and programmes and elects the new Provincial Executive Committee. Branches are directly represented at the conference together with representatives from the Leagues. 90% of voting delegates must be branch delegates.

Provincial Executive Committee (PEC)

The Provincial Executive Committees (PEC) is made up of provincial chairperson, deputy chairperson, provincial secretary, deputy secretary, provincial treasurer and not more than 20 additional members. Regions and Leagues are also represented on the PEC by secretaries and chairpersons. They are *ex officio* members with voting rights.

NEC members are also deployed to provinces to support the work of the PEC.

Provincial Working Committee (PWC)

A smaller working committee is elected by the PEC to do the day-to-day management work of the organisation. Officials also form part of the PWC as well as the chairperson and secretary of the Leagues and not less than one quarter of the elected members of the PEC.

Provincial General Council (PGC)

Provincial General Councils can also be held to give branches an opportunity to interact with the leadership, to hear reports and to debate policies and programs.

■ REGIONAL STRUCTURES

ANC regions are set up according to the boundaries of district or metropolitan municipalities.

Regional conferences

Regional conferences are held every three years to discuss regional programs and elect a regional executive.

Regional Executive Committee (REC)

The Regional Executive Committees (REC) is made up of the regional chairperson, deputy chairperson, secretary, deputy secretary, treasurer and not more than 15 additional members. The regional secretary and chairperson of the Leagues are also part of the REC, ex officio.

PEC members and MP/MPLs are deployed to regions to support the work of the REC. The REC accounts to the PEC and powers are delegated by the PEC to the REC.

Regional Working Committee (RWC)

A smaller working committee is elected by the REC to do the day-to-day management work of the organisation. It consists of the officials, the chairs and secretaries of the Leagues and not less than one quarter of the directly elected REC members.

■ SUB-REGIONAL/ZONAL STRUCTURE

Sub-regions must be set up according to the boundaries of local municipalities. Metro municipalities have the same borders as ANC regions and zones can be set up within these to correspond with local government regions within metropolitan municipalities.

The main purpose of this structure is to ensure that there is effective communication and coordination. BECs get together to elect a committee to coordinate work in the area: chairperson, deputy chairperson, secretary, deputy secretary, treasurer and five additional members. They hold office for two years. BEC secretaries and chairs should attend sub-regional meetings to make branch reports, get information and participate in discussions.

Zones can be formed by more than three branches in a region and elect a committee in the same way as a sub-region.

REC members and MP/MPLs and organisers can be deployed to sub-regions/zones and have the right to attend meetings.

■ BRANCH STRUCTURES

Every member of the ANC must belong to a branch. Branches are formed in every ward in the country and must have at least 100 members. (in exceptional circumstances the PEC may give a branch official status even though there are less than 100 members).

Big branches may be divided into **sub-units**.

Branch Executive Committee (BEC)

The branch executive must be elected at a Bi-Annual General Meeting attended by at least 50% plus one of the signed up members. The BEC is elected for a two-year term. The Executive are the chair, deputy chair, secretary, deputy secretary and treasurer, 3—10 additional members (all elected) and the chairs and secretaries of the Leagues.

The role and tasks of the BEC are dealt with in more detail in *Part 2*.

The **Youth League**, **Women's League** and **Veterans' League** exist as autonomous structures, but members are expected to play a full part within the structures of the ANC.

2. Democracy in the ANC

The ANC has a long and proud history of democratic culture and debate even during the period of banning and exile. In our ongoing struggle to achieve a non-racial, non-sexist, democratic and united South Africa, we need to encourage democratic practices and debate within the organisation. We need to constantly review our policies and programmes to ensure that they continue to achieve our aims and meet the needs of our people. Organisational democracy is about the internal processes within the ANC that encourages debate, promotes the active participation of members in decision-making and encourages criticism and self-criticism.

To strengthen organisational democracy within the ANC we need to be guided by the following principles:

Elected Leadership

We need to ensure that leadership from all our structures; right from the BEC to the NEC are elected regularly. Elections should be based on the needs and programmes of the ANC and the kind of leaders we need to build a stronger ANC and achieve our goals. The ANC does not approve of voting for imposed lists or slates, and branches should be serious about finding the best leaders at every level. All elected structures should promote unity and be as inclusive as possible of different constituencies within the ANC.

Between these elections the membership and structures have the right to recall any leader for indiscipline or for breaking the ANC Code of Conduct.

Collective Leadership

We believe in the power of our collective skills and intelligence and not in the individual leadership of one or two big leaders. The leadership of our different structures are expected to operate as a collective, with each member able to explain and ensure the implementation of any decision taken by that structure. Collective leadership creates opportunities to share leadership skills, experience and knowledge and helps develop new generations of leadership.

Consultation

Regular meetings for our membership must be held, especially at branch level to make decisions, give reports, receive feedback, consult and develop programmes.

Democratic Centralism

Democratic centralism means that:

- ▲ When the majority of members within the ANC take decisions, these decisions are binding on all members, even those members who initially did not support the decision. So once democracy has run its course, all members must abide by a democratically taken decision.
- ▲ Decisions taken by higher structures are binding on all lower structures of the ANC. The ANC is one organisation and has to act coherently, especially in government.

Democratic centralism does not mean that there can be no debate in the ANC or that we cannot be critical or self-critical, once decisions have been made. ANC cadres should take up debates and criticism in a constructive manner within the structures of the movement.

Responsible leaders and Cadres

Leaders and cadres of the ANC are expected to take their rights and responsibilities seriously. Leaders are accountable to the structures that elected them and have to fulfil the mandates decided by Conference.

Leaders are expected to keep in touch with the views of our membership and must encourage members to air their views freely within the structures of the ANC.

Decisions taken by a leadership collective must be fully explained to the membership even if the decision is unpopular. Our leaders and cadres must encourage within our ranks dedication and loyalty as well as free independent thinking. We need to promote an environment within the ANC that encourages criticism and self-criticism, that allows for our leaders and members to reflect on and learn from our experiences

Discipline

For organisational democracy to continue working within the ANC leaders and members have to conduct themselves in keeping with the organisational code of conduct. When members break the code of conduct they may be called before a disciplinary committee. However these measures must not be used to stifle debate and democratic processes within the ANC. Our disciplinary measures must be carried out in the spirit of fairness and justice.

It is important that we protect this rich culture of organisational democracy. It allows us as a movement to learn from our experiences and to develop clear policies and programmes to take our organisation and our country forward in a progressive way.

3. Relationship between ANC and Government

Accountability

All ANC cadres who are elected as public representatives (councillors, MPLs, MPs) are accountable to the ANC. They account to the ANC governance committee of the ANC executive at their level and discuss and agree positions in the ANC caucus made up of all ANC representatives in Parliament, or the Legislature or Council they serve on. They are managed by the ANC Chief Whip. For ANC organisational work MPs and MPLs account to the Secretary General or provincial secretaries and ward councillors to the BEC.

They are also accountable to the voters and the structures set up by parliament, the provincial legislatures or municipal councils. For example the Speaker oversees constituency work and Rules Committees oversee discipline. Ward councillors also account directly to the people in the ward through report-back meetings.

There should be no tension around the different forms of accountability. Public representatives have to implement the broad policies and programmes of the ANC, subject to the democratic processes demanded by the South African Constitution and various laws. Our policies are long-term and in government it sometimes takes a while to implement due to legal, financial and other constraints.

Our ANC elected leadership should hold public representatives to account and should monitor the implementation of ANC policies and programmes. They should never micro-manage the work of

our cadres in government. For example, employment and procurement decisions in government must be made in terms of proper legal procedures and are the responsibility of specific people in the public service with oversight by the legislature and executive. These people are legally held to account for their decisions.

At provincial, regional and municipal (sub-regional/zonal) level, the ANC sets up governance committees to ensure that there is broad accountability for, and coherence between, the work of the ANC in government and the ANC organisational structures. At a regional level the governance committee should be composed of the regional chairperson, regional secretary, executive mayor of the district council or metro council, chief whip, speaker, PEC deployee to the region, MP, MPL rep.

Governance committees are sub-committees of the constitutional structures of the ANC and at all times must remain accountable to those structures. Governance forums can also be held that involve governance committee members from the local municipal areas for more extended discussions and debates about issues that affect the whole region.

At a local municipal level the governance sub-committee should be made up of the following: sub-regional chairperson, sub-regional secretary, executive mayor of the local municipality, chief whip, speaker, REC deployee in the region, MP, MPL rep. Where necessary, broader local government forum meetings can be held where the governance committee discusses matters with branches directly. Branch chairs and secretaries as well as a broader representation of ANC councillors should be invited to forum meetings.

The purpose of the governance committee is:

- ▲ to give broad direction to the ANC in government
- ▲ to make sure that there is an understanding in ANC structures of the work being done at government level
- ▲ to ensure that the ANC achieves its objectives in government
- ▲ to address controversial issues that could divide the movement
- ▲ to make recommendations to higher structures on governance matters.

The governance committees should not micro-manage the affairs and decisions of local government since this is the task of the mayoral committees/exco and the municipal manager. Governance committees should have close relationships with ANC caucuses in councils. It is in the caucus where the ANC will discuss agendas and proposals of council as well as the work of ANC councillors in the community.

Ward councillors should attend BEC meetings and account for work done in the ward. They also account to, and get instructions from, the ANC Caucus in Council. Ward councillors are also accountable to Council, and to voters through report and consultation mechanisms.

The 2007 ANC *Strategy and Tactics* document adopted at Polokwane states:

“In its conduct in relation to the state, the ANC should be guided by its own principles, and act within the framework of the National Constitution and relevant legislation. In this regard, it should manage the state as an organ of the people as a whole rather than a party political instrument.”

How government works

The Constitution of South Africa sets down the basic rights of citizens and the rules for how government works. It defines the powers and functions of the three spheres: national, provincial and local.

The spheres of government are autonomous and should not be seen as hierarchical where for example provincial can tell local what to do. The Constitution says: The spheres of government are distinctive, inter-related and inter-dependent. At the same time they all operate according to the Constitution and laws and policies made by national Parliament.

The government machinery is made up of three arms:

1. The **Legislatures**: who are elected by the people to represent them. They make policies and laws and monitor the work of the executive and departments. Parliament (MPs), Provincial Legislatures (MPLs) and Councils (councillors) are the legislatures in the three spheres. Parliament can also change the Constitution with a 66.6% majority.
2. The **Executive**: This is the implementing arm of government. Cabinet (national appointed and headed by president) or Executive Council (provincial appointed and headed by premier) or Mayoral Committee (appointed and headed by Mayor) – co-ordinate the making of policies and laws (that must be approved by the legislature) and oversee implementation by the government departments. They account to the legislature as well as the executive. The **Public Service** are the departments and public servants who are responsible for doing the work of government and they fall under the Executive. The departments are headed by Director General (national), Head of Department (provincial) or Municipal Manager.
3. The **Judiciary** are the independent referees who apply the Constitution and the laws passed by parliament to decide court cases between citizens or between the state and citizens. They are independent of the Executive so that courts can protect citizens without being influenced or pressurised by government. Court cases are often between citizens and the state, or between powerful and powerless people (like bosses and workers, or municipalities and poor people). The judiciary has to be neutral to fairly decide cases. They do not make law, but interpret the laws made by Parliament and the rights set down in the Constitution. The independence of the Judiciary is a cornerstone of constitutional democracy. It guarantees the supremacy of the Constitution and the rule of law. Ultimately the Legislatures can change the Constitution and the laws, but until they do, the judiciary ensures that the Executive sticks to the law.

Relationship between politicians and public service managers

The Minister, MEC or Mayoral Committee Member is the member of the Executive who has the political role to oversee implementation of government policies and programmes in each sphere of government. They are political heads of government programmes and are accountable to the voters as well as the legislatures and executive for the work done by government. They present departmental plans and budgets as well as annual reports to the Legislature, for approval.

They have to have a close relationship with head of departments and will give overall direction to the work of a department especially at a strategic level. They have to account for performance of the department and will want details of implementation plans, regular progress reports and briefings on problems.

It is important to understand the distinction between this political role and the managerial role of heads of departments who are legally accountable for things like spending, procurement, contracts, staff employment, etc. Politicians should never micro-manage the work of units within the department or get involved in things like awarding of contracts, employing staff, etc.

4. Constituency offices

Members of parliament and members of the provincial legislature have constituency offices throughout the country. These offices are not ANC offices but are paid for and monitored by the legislature and parliament. It is important, though, that branches understand the work of constituency offices and use them effectively. It is also necessary to develop a close relationship between local branches and constituency offices to maximise the effectiveness of these offices.

Constituency work can be divided into 4 important areas:

Assistance and advice

The constituency office is usually staffed by a constituency office administrator. This person, together with the member, must promote the ANC as a friend of the people. They should offer an advice service to individuals who come to them with problems and provide a clear link between the individual and government. All members of the constituency should be assisted, regardless of which party they support. This work should be done openly in the name of the ANC since the member is a representative of the ANC. Assistance can be given directly or individuals can be referred to other institutions or agencies.

Assessing the needs of the community

Members should assess the needs of the community and help to develop plans of action that will promote transformation and will also assist us with ensuring election victories in the future. Within constituencies, social audits and needs assessments should be conducted and MPs should work closely with sub-regional and regional structures to ensure that issues of governance are addressed by our organisational structures and are fed into government structures through the members.

Promoting development

Members should play an active role in promoting development and should promote greater inter-governmental co-ordination and co-operation. They should act as a link between local, provincial, and national spheres of government.

Communicating between the government and the community

Constituency work is the interface between government and the people. It is of little use that we pass laws that protect the rights of the people if the people do not know about them. Information and education around rights and government processes are important parts of constituency work.

It is through constituency work that members inform the electorate of the work that our organisation is doing in the legislatures. It is also important that we inform the community about the concrete delivery and the progress that we have made. Communication is a two way street and it is also critically important that the member listens to the community and carries back their needs and demands to the legislatures.

Communication and information work should be closely coordinated with branches in the area.

The relationship between the ANC and constituency offices

While constituency offices are paid for by parliament and must financially account to parliament or the legislature, constituencies are allocated by the ANC provincial office. Constituency work is overseen by the chief whip. The PEC will give direction to the organisational work of constituency offices in the province.

It must be clear that the constituency office is not an ANC office so it must serve all members of the community and must be open to anyone who has a problem and wants to discuss it with the member. At the same time it is an office that should be used as a resource by the ANC. The ANC is the organisation that has put members of parliament and legislatures into office and voters have voted for the ANC.

Constituency offices have to have management committees that are made up of ANC and Alliance branches in the area. The management committee must help the member to decide the programme of the constituency office and to use it to its best effect to build the organisation and to bring government closer to the people. Where there are conflicts over these resources the management committee should address these and try to resolve them.

PART 2:

Building a Strong ANC Branch

This section deals with:

Introduction to the internal and external work of the ANC branch

INTERNAL BRANCH WORK:

1. *How to run a branch meeting*
2. *The BEC meeting*
3. *The B-AGM*
4. *The Branch Executive Committee*
5. *Planning your branch programme of action*
6. *Chairperson's guide*
7. *Secretary's guide*
8. *Recruiting members and keeping them active*
9. *Political education and training*

EXTERNAL BRANCH WORK IN THE COMMUNITY

10. *Understanding your constituency and doing a community profile*
11. *Outreach work with your constituency*
 - ▲ *Door-to-door*
 - ▲ *Meetings and consultation with the people*
 - ▲ *Outreach to sectors*
 - ▲ *Networking*
12. *Helping people with their problems*
 - ▲ *Common problems*
 - ▲ *Crises*
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13. *Mobilising around local issues*
 - ▲ *Development and poverty [including social grants]*
 - ▲ *Mobilising against corruption*
 - ▲ *Partnership with civil society*

1: INTRODUCTION THE WORK OF THE ANC BRANCH

The ANC branch is the most important structure in the organisation. The key tasks of the branch are summarised in this section and followed by detailed guides on how to perform each task.

The Organisational Renewal Discussion Document (Mangaung 2012) describes the ideal ANC branch: *“An ideal ANC is able to fulfill these very important political and civic responsibilities:*

- ▲ *Act as an agent for socio-economic development in communities;*
- ▲ *It is a school to produce community leaders and equips its members with the knowledge and skills to serve the people;*
- ▲ *It mobilises and unites members of the community around issues of common concern and helps to unlock development and service delivery challenges in a locality;*
- ▲ *Builds partnerships and mutual relations with other community-based groups around specific campaigns and joint programmes to uplift the community;*
- ▲ *Actively involves members in on-going campaigns that address specific community concerns and problems;*
- ▲ *Recruit new members, train and develop them into community activists who are willing to work for the community and nation at large;*
- ▲ *Raising funds to finance its programmes and campaigns that enhance the ANC’s visibility and presence in communities.”*

The work of the branch can be divided into internal and external. Internal work is about building a strong branch with a BEC that works well and active members who are all in good standing. External work is the most important part of branch work. It deals with our work in the community.

INTERNAL WORK TO BUILD A STRONG BRANCH:

The main tasks of the ANC are in our communities (external) but every branch needs to be built on a strong foundation so that it can be an agent of change in the community. The main internal tasks of the branch are summarised below. More detail appears in later sections on most of these tasks.

1. ***Participate in democratic ANC elections and decision-making on policy and other issues within the ANC***

The branch is the basic unit in the ANC and all members must belong to a branch. Branch representatives elect, and hold all higher structures to account. ANC strategies, policies and programmes are debated in branches before decisions are made at regional, provincial and national conferences.

Branch general meetings must be held monthly so that all members have an opportunity to be part of the decisions made by the branch. A branch without regular members meetings is a ‘ghost branch’ and is not in good standing.

Our members must be well-informed to participate in important processes like policy development and leadership selection. Political education and the development of our branch members is an important task for BECs and must be integrated in branch meetings.

Delegates from the branch will attend regional, provincial and national conferences and have to get a mandate from the branch about positions they should take on issues of policy and leadership. When they return they must report back and account to the branch.

2. Recruit, train and deploy members to participate in the activities of the branch

Recruitment is one of the core tasks of the BEC. We must identify key target groups in the community and develop a recruitment strategy that attracts the kind of members we need. We need a tight membership system that ensures that all branches are in good standing and that membership is renewed annually. This needs strong administration and record-keeping.

Branch political education is very important to develop our cadres and our understanding of the ANC's core values and policies, the challenges we face, and the work we need to do in government and in the community.

In branches members work together to transform society by pooling their skills, energy, political insight and experience. Branch sub-committees should be set up to deal with all aspects of our work and we have to engage as many members as possible in active work.

Every year the BEC should develop a strategy and action plan for the internal and external work of the branch.

3. Build effective relationships between the ANC branch and ANC councillors and leaders

Branches correspond with wards in local municipalities and branches must play an important role in local government. We must work together with the ward councillor (if the ward is won by the ANC) and other councillors to deepen democracy and participation and to address the key development challenges in our area.

EXTERNAL WORK OF THE BRANCH

The ANC represents most of the people of South Africa and we must take seriously our role to consult, communicate with, inform and listen to our people. It is through the work of our branches that we stay in touch with our constituency and impact on development in our area. The ANC can call itself a mass-based organisation because of the presence of branches throughout the country, with ANC members that are active in all parts of community life. Some of our key tasks are summarised below:

1. Build a direct relationship with people and regular contact through door-to-door work (Imvuselelo Campaign)

The branch is the means through which we organise our people. It is the first point of contact between the ANC and the people we represent. We have to understand the needs and problems of our people and build a direct and close relationship with them. Nothing is better than door-to-door work where cadres visit houses and discuss problems and programmes with the residents. This work has to be done systematically and must be followed up by analysing common problems and working on solving them. A branch that is close to the people will have no problem to mobilise voters during elections.

2. Respond to local needs, work with government and civil society, strengthen and initiate campaigns and projects, build partnerships for development and transformation to advance the goals of the ANC

The branch must respond to the needs and interests of the community, and serve and mobilise the people to form partnerships for development and transformation. Government cannot deliver everything we need and the ANC should lead in developing volunteerism and community activism. Our members should also be active and involved in facing every challenge in the community, and in every programme or project that delivers a better life for all. We must work in ways that build local organisations and people's power. The ANC should never be a gatekeeper that stops development or

that restrict it to those connected to us. We must serve and be selfless and put the most vulnerable in our community first.

The key challenge that faces ANC branches is to accelerate change at local level by:

- ▲ Speeding up economic development and job creation;
- ▲ Improving delivery of basic services like water, electricity and sanitation;
- ▲ Improving health services and support for families and individuals affected by HIV and Aids, TB, disability and other health conditions;
- ▲ Providing welfare support to the most needy in our society through access to social grants and poverty alleviation programmes;
- ▲ Improving education and development of youth;
- ▲ Making our communities safer.

In order to do this we need to be involved in every aspect of community life and specifically:

- ▲ Build partnerships with the people and all organised formations to work together to uplift and develop our communities.
- ▲ Support other organisations and help to build them.
- ▲ Provide leadership at local level and facilitate coordination and cooperation between different spheres of government.
- ▲ Give strong moral leadership in community affairs and be present in every important local organisation or forum.

3. Ensure your constituency is effectively represented by public representatives and served by municipality

Ward councillors account to the branch and as the local structure of the ANC we must make sure that councillors, MPs and MPLs deployed to our area, understand the problems and concerns of residents. They should have report-back meetings at least twice a year in each ward.

The branch should do a community profile and be clear about problems that need to be tackled by government. We have to brief our representatives about this and also take local issues up in higher ANC structures so that we can bring government closer to addressing the needs of people.

Where service delivery problems exist we should bring them to the attention of the ward councillors, ward committees, municipal officials and ANC governance committees. ANC cadres should assist communities to find constructive and successful ways of addressing their grievances and wherever possible we should bring together government and community to discuss problems and find solutions.

4. Communicate with our constituency to hear their views and inform them of ANC and government programmes and policies

As the public face of the ANC at local level, branches are an important link between the ANC in government, and the people who put us there. Branches have a special role to play to report and inform people about government policies, programmes and services and to make sure that people can access the rights and services they are entitled to. When consultation is needed around new policies or programmes, the ANC branch should be at the forefront of driving the process together with our public representatives.

5. Mobilise voters to vote for the ANC in elections

The ANC can deliver a better life for all only if we are in government. Elections happen twice in every five-year cycle – once for national and provincial government and once for local government. Branches play the most important role in election campaigns – reaching, registering, persuading and getting every ANC voter to the voting station. This is a massive task that requires commitment and hard work from the BEC and all ANC members.

If all other branch tasks listed above are done properly, election campaigning becomes easier as we will already be in contact with the people and will have a solid track record of service to the community.

See the latest election campaign manuals for more details on how to run an election campaign.

2. How to run Branch General Meetings

The purpose of the branch meeting is to:

- ▲ bring together the members, to build unity and involve them in the work of the branch;
- ▲ discuss and make decisions on all your campaigns, projects and activities;
- ▲ elect and mandate representatives to regional, national and provincial meetings;
- ▲ receive report backs on regional, national and provincial meetings;
- ▲ discuss and debate key political issues of the day;
- ▲ conduct political education on the ANC history, values, policies and programmes.

When and where?

Branch general meetings should happen at least once a month on a week-day evening or on a Saturday afternoon. It is important to set a regular day and time, for example, the first Wednesday of the month from 7.00pm to 9.00pm. This way everyone will always know when the meetings are. It is useful to always have your meeting at the same venue. This means you do not have to send out notices for meetings as all members will know where and when the meetings take place.

The meeting should not last longer than two hours. If you have very long meetings you will find that people will start arriving late for them. Long meetings are also difficult for women to attend because they do not have as much free time in evenings or on the weekends. Make sure that the venue you use is central and easily accessible for people. It could be a school or a church or community hall.

Agendas

It is very important for the BEC to plan branch meetings properly and to prepare them well. There should be a clear agenda for the meeting, explained by the chair in the beginning of the meeting. In all your meetings you should also do the following two things:

1. At the beginning of the meeting ask if there are any new members who are attending for the first time. Let them stand up and introduce themselves and formally welcome them.
2. Set-up a recruitment and information table so that new people can come there to join, and old members to pay their subscriptions.

A typical branch meeting agenda can look like this:

1. Opening and welcome old and new members (5 min)
2. Apologies and written register of those present (2 min)

3. Minutes of the last meeting and matters arising (10 min)
4. Political input or education session and discussion (40 min) or
Report on local municipal issues from a councillor (at least once every three months)
5. Brief reports from BEC about issues from region, province and national (15 min)
6. Reports on programme of action from sub-committees and discussion (40 min)
7. Summary of way forward and tasks (8 min)
8. Closure

It is best to have a guest speaker to speak on a current political issue or to have a debate on that issue led by the BEC at the beginning of your meeting. The rest of the agenda can then focus on the programme of action and reports. Reports from people who attended meetings at other levels should only be delivered if relevant – many of the issues are administrative and only relevant to the BEC.

When you discuss the programme of action, make sure that clear reports, proposals and plans are presented so that the discussion is focused and not all over the place. Reports that are presented should be kept as short as possible.

Involve members in the discussion and where possible break into groups so that more people can participate and get to know each other. You can even have sub-committee groups in your branch meeting so branch members discuss the work of sub-committees in more detail.

Make sure decisive action results from the meeting and that all decisions are minuted and summarised at the end. Try to get members to volunteer for tasks at the meeting.

It is very important that the branch meeting be seen as a dynamic and interesting meeting and that it does not become a place where boring long reports are processed. Those things should happen at your BEC meetings. All administrative issues should also be dealt with at the BEC meeting and not at the branch meeting. The chairperson should be very careful to make sure that the executive does not dominate the meeting, that the meeting does not go out of control or go on for too long and that conflicts does not disrupt the meeting (see guide for chairs - chairing skills).

If possible serve some refreshment – a cup of tea at the end of your branch meeting so that it gives people a chance to get to know each other. Otherwise have a short break in the middle of the meeting so that people have a chance to talk to each other

How to write minutes for a meeting

It is important to write accurate minutes (record) of any meeting where decisions are taken. Minutes remind us of issues that need to be followed up, and prevents arguments about previous decisions. Minutes are also a guide for the secretary and chairperson when drawing up the agenda for the next meeting. Minutes help the branch to learn from its past failures and successes. The BEC uses the minutes to do follow-up work and to draw up reports.

All minutes should be written in a minute book and signed by the chair. The BEC should go through the minutes carefully to make sure all decisions are implemented and all tasks are done. The branch secretary should keep a minute book and at the end of their term the book should be handed over to the new secretary. The following information should be included in minutes:

- ▲ Branch of BEC meeting, date , time, venue
- ▲ Names of those present, including guests (*see example of register on page 22*)
- ▲ Apologies (create a culture where people send apologies to the secretary before the meeting)
- ▲ Decisions and tasks: For each agenda item write a clear summary of the main points in the discussion (brief) and the decisions taken – this includes work to be followed up and who has

taken responsibility for certain tasks. The minutes should be written or typed neatly in a special minute book or file; avoid jotting down minutes on scraps of paper. The book or file should be kept safely and always available for consultation at any time.

| BRANCH GENERAL MEETING Attendance register | | |
|---|----------------|-----------|
| Branch _____ BGM date _____ | | |
| NAME | CONTACT NUMBER | SIGNATURE |
| | | |

Example of minutes:

MINUTES: Branch meeting held on 4 February 2014.

1. **Present:** See attached meeting register
2. **Apologies:** Fezile Mda, Darene Isaacs, Zanele Mlambo, Refilwe Moloi, and David Netshivhanana
3. **Minutes of the last meeting:** Correct item 4 on page 2 to read: “The meeting agreed that no further action should be taken.” Minutes adopted by meeting: Proposed Thandi, Seconded Simon.

Matters arising from the previous minutes

| Item | Responsible | Action taken |
|---|---------------------|--------------------------------|
| 1. Prepare report to REC | Chair and secretary | Completed and presented to REC |
| 2. Meet with youth club to see how we can support their programme of action | Nomonde | Will report at BEC meeting |

4. Council report

| Key issue discussed | Decision | By when and by who |
|--|--|--|
| 1. Input needed from ANC into anti-crime campaign | Proposed to try and get one house in every block to be a safe house where people can go for help. ANC cadres to volunteer. | BEC to make proposal to CPF and to collect names by next meeting |
| 2. Budget main development programmes reported on for whole municipality | Accepted report, questions only | No tasks |

5. *Issues from the BEC and reports from sub-committees, and discussion on programme*

| Item | Key issue discussed | Decision | By when and by who |
|-----------------------------------|---|--|--|
| Membership | <i>Membership going down</i> | <i>Revive recruitment sub-committee and target youth for recruitment</i> | <i>Secretary and deputy-secretary to call meeting. Thaba, Doctor, Melinda, Mvusi and YL to help.</i> |
| Finance | <i>Bank account has been opened</i> | <i>BEC must get financial statements every month</i> | <i>Treasurer</i> |
| Branch Election Team (BET) | <i>Door-to-door work must start now for voter registration need more volunteers</i> | <i>Volunteers to be trained by BET</i> | <i>Secretary to organise workshop for 2pm on 2 March</i> |

3. BEC meetings

The BEC meetings can happen twice a month and should be much more business-like and strategic than the branch meetings. The BEC manages and coordinates the work of the branch and it is here that all the administrative reports, financial reports and assessments of programmes should take place. At the same time the BEC are your branch leadership and they should keep up with political developments and debates.

A typical BEC agenda could be something like this:

1. Welcome
2. Present and apologies
3. Secretary's report: dealing with all correspondence national, provincial and regional issues
4. Discussion on key political issues of the day
5. Major programme reports: dealing with all the key events and programmes the branch is busy with – for example elections
6. Sub-committee reports: brief inputs from each portfolio committee on progress and problems
7. Treasurer's report
8. Planning for the next branch meeting

Each report should be followed by a discussion that focusses on assessment as well as strategising for the future, setting deadlines tasks and discussing resources needed.

It is best to keep your BEC meetings to around two hours but this is not always possible. Try not to let them go beyond three hours. If your BEC needs more time to strategise and plan work it may be necessary to call a one-day workshop to work plans out in more detail. Whenever the BEC plans a workshop on a specific issue it is also useful to allow branch members who are part of the relevant sub-committee to attend so that the BEC does not end up making plans on behalf of an active sub-committee without getting input from them.

The treasurer should report at least once a month to the BEC about the financial state of the branch. Treasurer's reports can often be very difficult to understand and it is easiest if the treasurer is asked

to report in terms of a specific budget and then to report exactly how much has been spent in terms of that budget. The treasurer should always report on the:

1. Income generated that month
2. Total expenditure for that month
3. Balance for the year (opening balance plus total income for year, minus total expenditure – include money still owed by branch or owed to branch)
4. Cash available in account

It is also useful to monitor financial expenditure by looking at the approved budget for each item and then having a running total next to it of what has been spent for that item thus far in the financial year. Reporting in this way makes it much easier for BEC members to take financial responsibility and to understand what is happening to the finances of the branch.

End your BEC meeting by planning the next branch meeting and discussing agenda items, speakers and what reports will be presented.

4. The Bi-Annual General Meeting (B-AGM)

The purpose of a B-AGM

The B-AGM is the only meeting where you may elect leadership for your branch. The B-AGM must also adopt organisational reports from the branch chair and secretary and a financial report from the treasurer. It is a chance for the branch to review the past year's activities and to look at future plans. It is also the chance for the branch to elect new leadership. Local ward councillors should also use the B-AGM to account for the work that they have done as the elected representatives in local government. The ANC constitution requires that branches must hold a B-AGM every second year. If you fail to do so, the branch will lose its status as an official ANC structure.

Preparing for your B-AGM

Bi-Annual General Meetings should be held at least once every two years and you have to get more than half the members of your branch to attend to have a quorum. You cannot elect an executive or approve any of the reports if you do not have one more than half the total members present. This can be a very difficult thing to achieve and you should make sure that your B-AGM is well publicised and organised long in advance. The reports that have to be delivered by the secretary and the treasurer should also be properly prepared.

How to organise a B-AGM

- ▲ Book a venue that is big enough to accommodate at least half your members.
- ▲ Work out how to inform members and do it well before the meeting – use sms, notices, local radio, etc.
- ▲ Inform the REC.
- ▲ Get donations for refreshments if possible.
- ▲ Book a keynote speaker if you want to have one or make sure that you get someone from the provincial leadership to attend your B-AGM
- ▲ Draw up an agenda.
- ▲ Prepare all reports
- ▲ Recruit volunteers to assist with the elections and make sure that you get an election officer from the REC.

Agenda for your B-AGM

1. Welcome and opening – Chairperson
2. Report of branch activities for the past year – Secretary
3. Financial report – Treasurer
4. Ward councillor report
5. Discussion on reports
6. Guest speaker
7. Questions
8. Elections – nominations and voting
9. Break with refreshments
10. Cultural item
11. Announcement of new executive
12. Brief input from the new chairperson
13. Closure and vote of thanks

Reports

Make sure that your reports are presented in a simple and clear way. The secretary should give an overview of the work of the branch with a little bit of detail about issues like:

- ▲ Number of members
- ▲ Number of meetings held
- ▲ Key campaigns taken up
- ▲ Election results in the area if there were elections in the past year
- ▲ Interaction with local government
- ▲ ANC participation in community issues – work of sub-committees
- ▲ ANC participation on other forums, attendance at conferences, etc.

The financial report, presented by the treasure, should be as simple as possible. See **treasurers' section** for more guidelines. It should not be a detailed report that confuses people but should try to deal with issues like:

- ▲ Overall income
- ▲ Overall expenditure
- ▲ Where did most of the income come from
- ▲ What was most of the money spent on
- ▲ A balance of the branch's money and where the balances are (in bank, in cash, still owed)
- ▲ Future plans and prospects for fundraising.

System for election of a Branch Executive Committee**■ Preparation:**

- ▲ Make small slips of paper for the ballots so that it can be a secret ballot
- ▲ Recruit volunteers and make sure you get an election officer from the REC
- ▲ Make sure you have a board or flipchart, prestik and markers available.

■ Nominations procedure and voting for officials

Here are the steps for electing the officials:

1. Ask for nominations for one position at a time at the B-AGM. Do the portfolios first, one at a time (chair, deputy chair, secretary, deputy secretary, treasurer) and additional members later. The order of voting should be: chair, deputy chair, secretary, deputy secretary, treasurer.
2. As soon as a person has been nominated ask for a seconder for the nomination.

3. Then ask that person if they accept the nomination. If they accept and there is a seconder , write the person's name on the board or flipchart.
4. Vote for that portfolio before moving to the next nomination. (This is in case someone stands for chairperson, doesn't make it and may be available to be nominated again for deputy chairperson.)
5. Hand out one slip of paper to each delegate. If there is more than one nomination for a position they must write the name of the person they choose on the paper, fold it and hand it in. Make sure that you have some of your election volunteers available to assist voters who want help with writing.
6. Collect the ballots – try to get a ballot box, or make one out of cardboard and collect up all the voting slips in the ballot box in front of everyone. If you have a small branch you can let people walk up to the table in front and put their own ballots in the ballot box but this will take a lot of time.

■ Counting votes for officials

Open the box in front of everyone, separate the papers into different piles according to the names that are on the ballots. Once the piles have been separated add them up and ask the person who gets most votes to come to the front. Move onto the next position on your executive and follow the same process.

■ Nomination and voting process for additional members

1. Work out the number of additional members needed (can be between 3 and 10) – for example 6 members.
2. Follow the same process for nominations as for the officials and get a list of names. Do not close nominations until you are sure members have nominated all those they want to. Write the names on the board or flipchart.
3. Voting. Delegates choose the additional members by writing down all the names of the people they are voting for on a slip of paper. They can write the names of the total number of additional members you decided on, or less if they want to. Make sure you have volunteers available to help those who cannot write.
4. Collect the ballots or ask people to put them in the box.

■ Counting the votes for additional members

While everyone else is having a break, use your volunteers to count the votes in front of the election officer. Make a newsprint with all the names in blocks like this:

| | |
|---------|--|
| Mandla | |
| John | |
| Lindiwe | |
| Prof | |
| Nomsa | |
| Fezile | |
| Jackson | |
| Aziz | |
| Cathy | |

Put the newsprint on a table with your volunteer counters around it. Split the ballots people handed in into piles and give one pile to each counter. Counters must open the ballot papers and make a mark next to the name on your big newsprint for every name that appears on the ballot slip.

Make the marks in groups of five so they are easy to add up – see example below:

| | | |
|---------|-------------------------|------|
| Mandla | ///// ///// // | = 12 |
| John | ///// ///// | = 10 |
| Lindiwe | //// | = 4 |
| Prof | ///// ///// ///// // | =17 |
| Nomsa | ///// ///// ///// // | = 18 |
| Fezile | //// | = 4 |
| Jackson | ///// ///// ///// ///// | = 20 |
| Aziz | ///// ///// // | = 13 |
| Cathy | ///// ///// ///// | = 14 |

When all the names on the ballot have been marked on the newsprint, the ballot paper can be put into an empty box under the table. After all the ballots have been gone through and all the names marked then the election officer must add up the number of marks next to each name.

The six (if you chose to have 6 additional members) with the highest votes are announced as the additional members. So, from this sample above, Mandla, Prof, Nomsa, Jackson, Cathy and Aziz would be the additional members. If two people have the same number of votes for the last position, and you have not elected the full number of additional members in the constitution (10), ask the house if you can have an extra additional member. This will avoid conflict. If you have a tie for tenth place, put the names in a hat and draw one out.

5. The Branch Executive Committee

Introduction

Each branch needs a leadership cadre that will be given a mandate to lead, guide, protect and build that branch.

Since branches may have anything from 100 to thousands of members, these members cannot all meet to make decisions and have detailed discussions. You need to have executive members who will be elected and tasked to perform a leadership role and will do specific things that will take the organisation forward. You also need some people who will do more work and take more responsibility than the average member.

Branches are made up of volunteers and it is sometimes difficult to get people to take responsibility for work. Elected leaders are also volunteers, but they have to be more accountable than ordinary members since they have been elected to perform a specific role.

The ANC constitution spells out the role, powers and responsibilities of executive members. Executive members should take their responsibilities seriously and should be called to account if they fail to fulfil their tasks.

The branch executive committee is elected each year at the annual general meeting. It consists of a chairperson, deputy chairperson, secretary, deputy secretary, treasurer and between three and 10 additional members.

The role and tasks of the BEC

The most important task of the branch executive committee is to provide political and organisational leadership to the branch. This means:

- ▲ staying in touch with on-going political developments in the country;
- ▲ discussing national and local issues and developing an understanding of the ANC strategy in relation to these issues;
- ▲ doing strategic planning for the branch analysing the priorities and planning how the branch can work to achieve those priorities;
- ▲ developing clear action plans with deadlines;
- ▲ developing a strong activist core in the branch by involving members in subcommittees;
- ▲ giving leadership to those subcommittees;
- ▲ regularly assessing the strengths and weaknesses of the branch;
- ▲ identifying other stakeholders in the areas and developing a clear approach to them;
- ▲ raising the ANC profile in the community and representing the ANC where necessary.

Conduct of BEC members

The BEC has to work as a collective. There should be frank and open discussion and collective decision-making about all major issues. At the same time the BEC has to delegate tasks to its members according to their portfolios and they have to carry them out in a disciplined and accountable manner.

Leaders are elected because members trust them to lead the way. Leaders can have many qualities and any one person will not have all of them. A good leader may be experienced, committed, inspiring, energetic, authoritative or easy to talk to. A leader in the army will need different qualities from a leader of a community organisation.

Branch leaders should try to lead in a way that makes members feel more powerful. People should feel that they themselves have achieved something when the organisation succeeds. Leaders should inspire and empower members, and should never dominate and dictate.

When faced with a difficult decision, always put the interests of the community first, then the interests of your organisation and only then the interests of an individual leader or member.

Members of the BEC should set an example to all branch members by:

- ▲ Upholding the image of the ANC as the voice of the people
- ▲ Knowing the local area and problems
- ▲ Knowing ANC policies and programmes
- ▲ Treating all people with respect
- ▲ Being honest and uncorruptable
- ▲ Discouraging gossip and destructive behaviour by members
- ▲ Being punctual and reliable
- ▲ Encouraging participation of everyone in all activities
- ▲ Empowering members by sharing expertise and passing on skills
- ▲ Being open and allowing criticism
- ▲ Respecting leadership, but not being afraid to question
- ▲ Being open and allowing criticism
- ▲ Working hard to build the ANC.

Members should not:

- ▲ Get involved in factions and conflicts
- ▲ Drink before any branch or community event
- ▲ Misuse the organisation's money or resources
- ▲ Make false promises or tell lies
- ▲ Miss important events without reason and apology
- ▲ Take support for granted
- ▲ Discourage any member who wants to work on something.

Portfolios

The officials on the BEC are directly elected by the branch B-AGM. The other portfolio holders are elected as additional members and portfolios can be allocated by the BEC after election. Portfolios should be similar to the sub-committees that you have at a branch level so for example you could have a media person that heads the media sub-committee, a campaigns person for the campaigns sub-committee, a membership officer for the recruitment sub-committee, etc. If you have sub-committees to deal with issues like education, health, development, etc, deploy BEC members to head those sub-committees.

The main tasks of the officials are the following:

Chairperson (*see chairperson's guide*)

- ▲ Convene and chair all BEC and branch meetings.
- ▲ Draw up the agenda for BEC and branch meetings with secretary.
- ▲ Represent the ANC at a public level.
- ▲ Build a strong and united branch.
- ▲ Together with the treasurer take responsibility for branch money.
- ▲ Represent the organisation on other structures and in public.
- ▲ Deal with conflict, disciplinary issues and problems members may have with the organisation.
- ▲ Spend time on strategising and planning as well as monitoring progress of the organisation.

The deputy chair has the same role and performs it when the chair is not available. It is good to give the deputy chair some specific responsibilities so that person remains active and stimulated. The deputy chair could for example be responsible for sub-committees on campaigns, or could represent the organisation on the development forum.

Secretary (*see secretary's guide*)

- ▲ Co-ordinate the implementation of the branch programme of action.
- ▲ Ensure that all BEC subcommittees are working well and monitor the implementation of their tasks.
- ▲ Send out meeting invitations and circulars.
- ▲ Keep minutes of meetings.
- ▲ Draw up meeting agendas together with the chairperson.
- ▲ Deal with correspondence and respond to invitations.
- ▲ Write branch reports and receive reports from the REC and the PEC.
- ▲ Remind people of their tasks between meetings.
- ▲ Respond to members queries and needs.
- ▲ Communicate with constituency, organisations and important stakeholders in the area.

Treasurer

- ▲ Open a branch bank account.
- ▲ This must be a cheque account at First National Bank and can only be opened with permission from the provincial office.
- ▲ Bank and record all incoming money.
- ▲ Draw up cheques, manage petty cash and record all expenses.
- ▲ Collect and safely store all receipts and invoices.
- ▲ Draw up financial reports or assist a bookkeeper to do so.
- ▲ Look after and keep records of all branch assets.

HAND-OVER TO NEXT BEC

When your term is finished, prepare for the next BEC by making a hand-over box to give to them. It should contain at least the following:

- ▲ Minute book for branch meetings
- ▲ Minute book for BEC meetings
- ▲ Correspondence and other files
- ▲ Membership slips and last membership list from region
- ▲ Addresses and names of all members
- ▲ Community profile
- ▲ Sectoral contact lists
- ▲ All election related files like street sheets, voters roll and maps
- ▲ List of all volunteers and their contact details
- ▲ Address list for donors and services in the area used by the branch
- ▲ Financial records – statements, bank documents, card/cheque book, cash book, petty cash
- ▲ ANC conference and political education and other documents collected by the branch.

6. Planning your branch Programme of Action

Introduction

The most important task of the BEC is to plan and manage the programme of action of the branch. It is vital that you have clear goals and objectives and that you develop action plans to achieve the objectives. The tasks of a branch are complex and many parts of the ANC programme of action are never implemented because of poor planning and management by the BEC.

Immediately after taking office, a BEC should hold a strategic planning workshop to plan for the next two years. There are many different ways of doing strategic planning and management – the method used here is quite simple and basic and you can make it more comprehensive if you need to.

The secretary and chair should work together with the person deployed from the Region to organise and run the workshop.

Preparation

Strategic planning will be much better if you are properly prepared.

Here are some of the things you should do before you have a planning workshop:

- ▲ Identify a skilled facilitator from your BEC or the REC who can work with the secretary and chair to prepare for the workshop

- ▲ Make sure your community profile is updated so that you understand the conditions in your area (*see next section on work in the community*).
- ▲ Study the ANC Programme of Action developed by your province to make sure you know what the key tasks are that look at reports from the previous executive.
- ▲ Ask sub-committees to prepare short reports about their past objectives, achievements and problems.
- ▲ Look at your membership records and see how many members you have and how many have lapsed over the last two years.
- ▲ Ask the ward councillor (or PR councillor if not an ANC ward) to prepare a report on key municipal programmes that affect the people in the ward.
- ▲ Make sure the members of the BEC are available and can attend.
- ▲ If possible circulate a programme to them beforehand.
- ▲ Contact the regional office and make sure that someone can attend and assist with facilitation.
- ▲ Organise a suitable venue where you can break into smaller groups – it can even be someone’s house.
- ▲ Organise catering.
- ▲ Make sure you have newsprint, kokis and presstik.
- ▲ Copy key documents for participants if needed.

PLANNING WORKSHOP PROCESS

The strategic planning workshop could follow the programme outlined below:

Step 1 **Goals and directives for the year**

1. Do a short input on the role of the branch to make it clear what is expected from a branch [*use page 17*] (30 minutes)
2. Brainstorm the key goals for the next two years. (30 min)

Goals should simply state what results we want to achieve. Here are some examples:

- ▲ For membership: *“increase membership to 150”*.
- ▲ For local government: *“improve relationship between branch and councillor and between councillor and community”*.

Do not spend too much time on this since you will analyse and set specific objectives later and you may then change your goals. Set goals for the following areas of branch work:

- ▲ Membership recruitment
- ▲ Membership development
- ▲ Fundraising
- ▲ Communication with members
- ▲ Communication and contact with constituency
- ▲ Local government and governance
- ▲ Other campaigns
- ▲ Community development/projects
- ▲ (*add in more areas that are relevant to your branch work*)

Step 2 **Analysis (2 –3 hours)**

In this step you analyse the environment you work in to see if your goals are relevant and achievable. Then you analyse the capacity of your branch so that you can see what needs to be done to improve your capacity to achieve your goals.

1. Start with a few general inputs drawn from your preparation work. Deal with key issues and problems that affect the community, local government issues and organisations and structures active in your area. Get different people to prepare 10 minute inputs and follow with brief discussion.
2. The secretary should prepare an input on strengths and weaknesses of the branch and on the work of the sub-committees.
3. Run a plenary discussion that focuses on the areas of branch work you used in the goal setting exercise. For each area discuss: branch strengths and weaknesses, external opportunities and threats. If there are more than 10 people at the workshop, you can split the areas and break into two commissions.
4. In the light of your analysis, you should now re-visit your goals and see if they are relevant and achievable.

Step 3 **Set specific objectives and re-examine structures (2 hours)**

Specific objectives are the things that must be done to achieve the goals. Objectives should be clear, measurable and have deadlines. So for example specific objectives to reach the membership goal may be:

- Set up a recruitment team of at least ten members by May
 - Run monthly recruitment drives and tables
 - Contact all old lapsed members by August.
1. Break into smaller groups and set specific objectives for each of the goals – break into at least two commissions. One can deal with goals around internal (around members and fundraising) and one with goals around external work in the community.
 2. Report back the list of specific objectives for each goal and discuss in order to amend and add and reach consensus.
 3. The facilitator should now sum up the objectives in broad areas of work and make suggestions for discussion on how to structure the branch to achieve the objectives. For example if there are many objectives around communication, but there is no communication/media sub-committee, you may need to re-structure.

Step 4 **Branch programme of action (1 hour)**

1. Take all the specific objectives and allocate them to a portfolio or sub-committee. Use a board or flipchart for each sub-committee and portfolio so that all of them end up with a list of their objectives.
2. They will have to develop clear action plans with tasks, timeframes and responsibilities in the next meeting of their sub-committees (see action plan format on page 34). Show the action planner on the next page and explain how to use it. Each sub-committee should use it to plan in more detail for each objective.
3. Sum up the overall programme objectives and whose responsibilities they are.
4. Take all objectives and their deadlines and put it in a branch programme on a calendar. Things that have to happen every month should be written next to each month. The calendar is important for monitoring progress. Use a format like the calendar example on page 33.
5. Close and thank everyone.

Example of programme calendar

| Month | Programme objectives | By whom |
|-----------------|--|-------------------------|
| January | <i>Ward forum meeting</i> | <i>Councillor</i> |
| | <i>Contact all old members</i> | <i>Recruitment Com.</i> |
| | <i>First fundraising event</i> | <i>Fundraising Com.</i> |
| | <i>Door to door voter registration</i> | <i>Outreach Com.</i> |
| | <i>HIV/AIDS testing promotion</i> | <i>Campaigns Com</i> |
| | <i>Publicity table</i> | <i>Recruitment Com</i> |
| February | | |

IMPORTANT NOTE:

Review your programme every year to make sure that you can deal with weaknesses and build on successes

TASK ACTION PLANNER

Objective _____

Problems/obstacles _____

Approach/Way Forward _____

| STEP/TASK | HOW | WHO | BY WHEN | RESOURCES NEEDED |
|-----------|-----|-----|------------|---------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

7. Chairperson's guide

The chairperson has a number of key responsibilities. They are:

- ▲ Running good meetings
- ▲ Building membership
- ▲ Promoting the ANC image and profile
- ▲ Dealing with conflict

Running good meetings

The way your branch meeting is run is very important for the participation of members. If the meetings are badly chaired, long and boring, people will stop coming. If you allow complicated debated between individuals that exclude everyone else most people will not participate. It is your role as the chair to run meetings in such a way that all your members feel comfortable and empowered to participate and that no one, including you, is allowed to dominate.

Here are some tips for chairing meetings:

- ❑ Always welcome new members and ask them to introduce themselves.
- ❑ Explain the agenda to everybody and make sure the procedures that will be followed in the meeting are clear so that people do not bring up points under items where they do not belong. It is a good idea to allocate a period of time to each point on the agenda so that people are aware that they cannot spend too long on one item.
- ❑ Ask people to keep inputs, reports questions and anything else as short as possible and where necessary, sum up what has been said. It is not necessary to sum up if somebody has given a clear report. This only makes the meeting repetitive and boring and wastes time.
- ❑ The chair's role in the meeting is not just to organise the order of speakers. You must try and facilitate good, democratic decision making and a clear process. It is very important that you do not just point from one person to the next indicating who has to speak next but that you sum up by example saying that there are now 2 positions on the floor and outlining them. Remind people that they have to reach a decision. Try to structure the discussion in a way that helps decision-making.
- ❑ The way you chair the meeting will set the tone for how people participate. Be friendly, warm, open and at the same time, be firm. Do not be too tolerant of people who are wasting time and pursuing their own agendas when other people are no longer interested. Close the discussion in a firm and friendly way. Do not cut people short simply because you disagree with what they are saying. Let them have their say.
- ❑ When people go off the point be gentle when you try to bring them back to the point. Never humiliate or undermine someone in public.
- ❑ When you are dealing with complicated issues it is best to get somebody to give a clear and short explanation and if you need to have a thorough debate about it break people into small groups so that everyone can participate.
- ❑ Even if you start a meeting late try to finish at the time you promised people. Remember that people have commitments and responsibilities and that you make their lives very difficult if you keep them later than they said. This applies to women especially as they have more responsibilities with children.

Building membership

As the leader of the branch you have a very important role to play in extending the membership of the ANC and building our cadres. The way you relate to members of the branch is a key part to this. For many people you will be a role model and your behaviour will influence the way they behave as cadres.

As the local leader of the ANC you are also a very powerful person who can destroy people's confidence or belief in the organisation. Therefore a serious responsibility rests on your shoulders. It is very important that our leaders at all levels are as open and approachable as possible. It is our role to encourage new members to participate and to develop the full potential of all our members.

In many areas branch leadership start behaving like gatekeepers who want to keep all the resources and all the power to themselves. Leaders like these are scared of enthusiastic and energetic new members and see them as a threat. Our movement can never grow if this is our approach. As a branch chair you have to behave like a very good soccer coach not like a bad boss or a military commander. It is your job to get the whole branch team to play together to develop their individual talents and to use people in the positions that they can contribute most to the performance of the ANC as a whole.

Some tips for people management:

- Make all newcomers feel welcome and find out their interests and skills.
- Pair new members up with more experienced people so that they can learn and succeed in what they are doing.
- Remember to thank and praise people even for small contributions.
- Make sure that old members do not get into cliques which exclude newcomers.
- Don't make people feel stupid because of their lack of experience – we were all newcomers once.

ANC image and profile

As the leader of your local ANC branch you are the public face of the ANC. You will represent the ANC on many different forums and whenever there are public meetings or events you will be in the public eye. This means you are responsible for the ANC's image and profile in your local community.

We expect all our leaders to conduct themselves in a way that will do the organisation proud. All ANC cadres are subject to the **ANC's Code of Conduct** but leadership has a special responsibility to be an example and to be role models in their community. It is certainly not acceptable to get involved in anything that is criminal, corrupt or abusive.

Abuse of alcohol is also not acceptable. If you are in the public eye your private life must also be clean and sober. Building the ANC's image involves much more than just not behaving badly.

Here are some examples of things that you can do to increase our image and profile:

- Make sure that you and other branch leaders get involved in local community issues and play a key role in addressing the problems of the community.
- Assist other organisations that are dealing with welfare and social problems with their work.
- Do not undermine and compete with other sectors, government or organisations when it comes to addressing the needs of the community. Rather try to develop relationships and partnerships that benefit everybody.
- Whenever there is a crisis in your community make sure that you and the ANC are there. Examples are death, disaster, fires, floods and so on.
- In times of community conflict the ANC should be there and should get involved in sorting things out constructively. Being an ANC leader does not give you the right to be arrogant. Listen to other people and work out constructive solutions.
- Celebrate with your community as well so that people don't only associate you and the ANC with disasters and problems.

Dealing with conflict

As the chairperson of the branch you must avoid getting involved in conflict at all costs. Both within the community and within the ANC it is your role to resolve conflict and to bring warring factions together and not to contribute to conflict. When you are dealing with conflict it is very important to stay as neutral as possible and even if you believe one side is right you must not take sides publicly.

The best way to deal with a conflict is to try and mediate between the 2 groups in a way that allows people to put their issues on the table and to discuss them and to find a way forward without resorting to violence. Mediation is a complicated thing to do but all of us have some experience of it. If you are the mediator be very fair and even-handed. Get help if you need it.

8. Branch Secretary's guide

The role of the secretary in the branch is much more than just being a good administrator. The secretary manages the work of the branch and has to make sure that plans are turned into action. This means that all the processes in the branch have to work properly.

The secretary must have an overall picture of all the different meetings of sub-committees, executive and branch and how they fit together and of the different plans and records of sub-committees. The secretary should manage how the different committees communicate to the executive and to the branch as a whole. Here are a few tips for your work:

Communication with the executive

The secretary is responsible for convening BEC meetings and for making sure that everyone is well informed of the date, time, venue and the issues on the agenda. It is not necessary to send documents to BEC members before meetings but they should be aware what the key issues are that will come up for discussion at every BEC meeting. It will simplify your life if your BEC agrees to have its meeting on the same night (once or twice a month) so that people can book the dates long in advance.

Monitoring role in the executive

It is very important that the secretary follows up on BEC members who are absent without apology or who miss a few meetings even with apologies. You must also follow up if BEC members do not report back on events they have attended.

The secretary is also responsible for communicating with BEC members in between branch meetings about the tasks that they took on. It is not good enough only to deal with reports at the BEC meeting when people may just report failure or simply not attend to avoid admitting that they have not done their task. The secretary should follow up on the task list from the last meeting before the next meeting happens so that he or she can assist if people are failing to do their work. This is called monitoring.

Communicating with members

The secretary must see to it that members know where and when the regular branch meetings are. The branch meeting is the most direct form of communicating with our members. But, as we know, some people either cannot, or do not want to attend regular meetings.

If your branch can afford it, it is very useful to have a branch newsletter that goes out once every few months. Email to those with email and print only for those without. You can also use sms as a way of sending short news messages to members. Many of our members never attend branch meetings

but still wish to know what is happening in the ANC, in the branch and in the community. Another way of communicating with members is to call special general meetings -with a speaker or dealing with a specific interesting topic, once every quarter, where you organise a more high profile activity than the normal branch meeting. This is a way of re-involving old members or members who do not like attending branch meetings.

Communicating with supporters

In many areas the ANC only communicates with supporters during an election campaign. It is very important that we maintain contact with our supporters on a regular basis so that they can never feel or say that we just see them when we need them to vote.

Regular communication means that we can tell our supporters that we can keep them up to date with the most important developments in the area. In most parts of South Africa the majority of the community supports the ANC and the easiest way to stay in touch is to call community meetings around specific issues. We can also use notice boards, newsletters and sectoral outreach work like speaking to schools, to workers in factories and so on so that we stay in touch with our supporters.

Make sure that the meetings or communications with supporters are about things that they will really be interested in and do not waste their time. It is also our role as the ANC to inform our people about their rights and about developments in the area. This is something we must do to the whole community and not just our supporters because we can win new support through this work. Examples of this are meetings aimed at domestic workers educating them about their new rights, a meeting to discuss the council's budget plans in the area, MPs report-back meetings and so on.

Deploying members and making sure they get involved

The branch secretary should manage the human resources of the branch and make sure that members get involved in activities and sub-committees. Develop a form and a data base for members to volunteer for areas of work that interest them. Ask all new members to fill in forms and then set up a data base on computer or in a book. Write each type of work or sub-committee on a separate page and then put the details of all the members who are interested in that type of work on that page. Give the list to the coordinator or BEC member responsible for that work. *On the next page is an example of a form you can use.*

Good agendas

It is your task as the secretary to draw up the agendas for BEC and branch meetings. It is best to do this together with the chairperson since he or she has to chair the meeting. The agenda for the branch meeting is discussed in the manual and there is a sample agenda for the BEC meeting. Please remember that the BEC meeting should discuss most of the administrative issues and many of the reports. Only key things should be reported back to the branch meeting.

How to keep minutes

Keep all your minutes in a minute book that is brought to every meeting. *See the section on taking minutes on page 22.*

Filing

The work of the BEC is becoming more and more complex because of all the information available to us and all the correspondence and documents that the branch receives. The branch secretary should have a filing system that has at least the following files:

- Correspondence received:** this should be filed in date order with the latest date in the front of the file

Volunteer Form

Thank you for volunteering to help the ANC work in this branch! Please complete this form so that we can use your time and talents well.

| | | |
|------------------|------------|------------|
| Name:..... | | |
| Address:..... | | |
| | | |
| Phone: Home..... | cell:..... | email..... |

Sub-committees you are interested in:

| | |
|---------------------------|------------------------|
| 1. Membership recruitment | 2. Education |
| 3. Media | 4. Development |
| 5. Campaigns | 6. Welfare |
| 7. Elections | 8. Safety and security |

Other types of volunteer work you would like to do:

| | |
|--|--|
| <input type="checkbox"/> Capturing on computer | <input type="checkbox"/> Distributing pamphlets |
| <input type="checkbox"/> Bookkeeping | <input type="checkbox"/> Putting up posters |
| <input type="checkbox"/> Office work | <input type="checkbox"/> Speaking at small public meetings |
| <input type="checkbox"/> Telephone | <input type="checkbox"/> Driving |
| <input type="checkbox"/> Door to Door | <input type="checkbox"/> Fundraising |
| <input type="checkbox"/> Catering | <input type="checkbox"/> Other |

When available to help:

Weekdays (best time:.....) Sundays (best time:.....)
 Saturdays (best time:.....)

Resources available for use

| | |
|---|---|
| <input type="checkbox"/> Bakkie/Kombi | <input type="checkbox"/> Car |
| <input type="checkbox"/> Computer | <input type="checkbox"/> Furniture |
| <input type="checkbox"/> Telephone | <input type="checkbox"/> Cups, plates, pots |
| <input type="checkbox"/> Data projector | <input type="checkbox"/> other |

Languages

| | | |
|-------------------------------------|------------------------------------|-----------------------------------|
| <input type="checkbox"/> English | <input type="checkbox"/> Tshivenda | <input type="checkbox"/> Sesotho |
| <input type="checkbox"/> Afrikaans | <input type="checkbox"/> isiZulu | <input type="checkbox"/> Sepedi |
| <input type="checkbox"/> Xitsonga | <input type="checkbox"/> isiXhosa | <input type="checkbox"/> Setswana |
| <input type="checkbox"/> isiNdebele | <input type="checkbox"/> Siswati | <input type="checkbox"/> Other |

Are you a member of any other organisations? List them.

| | |
|---|--|
| | |
| What organisational experience do you have? | |
| What work experience do you have? | |

- Outgoing correspondence:** this should also be filed in date order with the latest date in the front of the file. In the Correspondence received file there should be a cross reference to the outgoing correspondence file so, for example, if you received a letter and wrote a response to that letter write on the received letter "Received date, replied date"
- Minutes of meetings**
- Reports of branch activities**
- Document file for each of the sub-committees** (the subcommittee chairs may keep these)
- Useful information:** here you keep records of things like venues (with prices, contact people for the venues, addresses) caterers (their addresses, prices and contact people) taxi and transport services, printers and so on You can use file separators to make this an easy file to use.

Filing is easy if you don't let it pile up but do it on a regular basis.

Records

The secretary should supervise the recruitment committee's work and make sure that branch membership records are kept in order. These should be updated regularly to take lapsed members out of the records and to make sure that they are followed up and encouraged to renew their membership.

It is also useful to analyse your records and categorise members in terms of sectors or interests. This you can do in a separate book where you have one page for every sector or interest and you write down the member's name for that. So, for example, you should have a page headed Teachers and write their names on it, or Business People on another page and so on. You record useful information in the Useful Information file described above.

Databases

You should make sure that the voter record system is kept in a central place where people who are working on elections or regular voter contact has access to it and that it is kept up to date. A copy of the Voters' roll should also be part of this system.

Other databases that you should have in the area are on:

- Organisations that do useful work.
- Emergency services for crisis situations.
- A Phone book with: phone and contact numbers of key individuals, phone and contact numbers of regional and constituency offices, BEC members phone numbers and so on. You can keep this in one book with separate pages for each category.
- Relevant government departments in your area (e.g. Home Affairs, Welfare and so on).

9. Recruiting members and keeping them active

The ANC membership system

ANC members must be at least 18 years old, South African, spouses of South Africans or people with a deep commitment to South Africa. They have to apply to belong to a branch and have their membership approved by that branch. Membership must be renewed every year.

The ANC has a national computer-based membership system which follows these steps:

1. National office is responsible for keeping membership forms on the ANC website for easy access by current and potential members.
2. Members are recruited locally by branches using membership forms.
3. Members fill in a form and are given a copy of their membership application form – as a form of proof. The membership is on probation for six months and cannot participate in elections or being elected until the end of the probation. However, new members on probation are allowed to attend Branch General Meetings and they can participate in discussions and programs. The recruiter must explain branch meetings and activities and invite the member to attend.
4. Once forms are filled and signed, the branch or the prospective member must deposit the monies in the ANC main account at an FNB branch.
5. Branch should keep copies of all forms and submit originals to the ANC regional office for recording.
6. The regional office enters the members' details on the national computer. During the probation period any member or structure can object to the applicant becoming a member. If membership is refused, the applicant must be given details.
7. Once membership is approved, a card is printed at the regional office.
8. Branches collect their cards from the regional office and hand them to the members.

Membership costs R20 and the money must be paid into the ANC main account. Branches will eventually get back R20 for every member recruited.

Branches have the following tasks:

- Appoint a member of the BEC to be the membership officer.
- Set up a recruitment team that will meet regularly, strategise and implement recruitment plans.
- Maintain detailed records of branch membership.
- Make sure that every existing or lapsed branch member renews their membership each year.
- Communicate with the regional office to hand in forms, get new packs and get issued cards.
- Deposit membership fees to main ANC account.
- Introduce and induct new members.
- Involve them in ANC work.
- Distribute cards to members.

HOW TO DEVELOP A RECRUITMENT STRATEGY AND PLAN

Set your goals and targets

Do not start recruiting members until you are clear about what members your branch wants and needs. You only want to recruit people who agree with the ANC's goals and policies. You may need

to target different groups if your branch has certain weaknesses – for example: do you have enough young people, professionals, veterans, etc.

Decide a target number for how many members you want to recruit and where you are most likely to find them. Set a deadline for by when you want to achieve your goals and target number.

Remember that your branch can only have a quorum for important meetings like B-AGMs and candidate nomination meetings if 50% plus one member attends. You must recruit people who are interested in becoming involved in branch activities – not just supporters of the ANC who never want to come to meetings.

Decide the message you want to communicate to potential members

Why should anyone join your branch? Unless recruiters can answer this question, they will not be able to persuade people to join. Discuss what you can offer your target constituency and how you will persuade them to join.

Identify where potential new members can be found

Once you have decided who your target members are, you have to discuss where you can find them. You have to know your area well and understand the constituency you are targeting. If our constituency is, for example, teachers, you can simply go to all schools in the area. If you want to recruit more broadly from a geographic community you have to look at the best way to find new members. Work out whether you should recruit by calling a public meeting, or by going from door-to-door, or by approaching organisations and sectors and going to their meetings and events, or through sending recruiters to busy public places like shops and taxi ranks.

RECRUITMENT METHODS

Set up a team

The task of recruitment is enormous. No person can do it alone. A team of people (between 5–10) should do work on recruitment and develop the recruitment plan and implement it. Other members should also be encouraged to recruit new members whenever they can. Recruiters should be well trained to persuade people to join.

Gather necessary resources for recruitment

It is important for the recruitment team to ensure that before recruitment starts, all resources like recruiter forms, pamphlets, details of ANC meetings, etc are available

Time recruitment well

Recruitment can happen at any time and should be an ongoing part of your work. But it is an especially good time when you are:

- Doing door to door work
- Running an election or other campaign
- Holding other public events.

Sectoral work

If you want to recruit through other organisations and sectors, make a list of all the sectors and organisations, the name of a contact person and the telephone numbers where they can be reached when needed. Write to them or meet with them and ask if you can come and address one of their meetings or set up recruitment tables at their events.

Target key people for recruitment

Your branch will also need additional skills and talents and may want to target specific individuals for recruitment. You could also target someone who has influence over others and will be able to popularise the ANC. Make a list of key individuals in your community that you would like to have as members and go and visit them individually. Key people are more easily persuaded to join if you send leadership to recruit them.

Door-to-door

Identify a target area in your community and send recruiters from door-to-door to discuss the ANC and to try and persuade people to join.

Information tables

Tables staffed by recruiters can be set up in public places like shops, sport events and taxi or bus ranks. You should always have a table at all your own meetings or public events. Make posters and decorate the table so that it attracts attention.

Personal contacts

The best recruitment method is through personal contacts. We all know people who share our interests and members should be encouraged to bring their friends to meetings.

Meetings and Advertising

Advertise in local papers and community radio that you are open to new members joining. Invite them to a public meeting or provide a contact person for them to approach. You can also send letters to individuals or use pamphlets to encourage people to join your organisation.

Keeping members active

Many branches lose members as fast as they recruit them. There are common problems we all have in keeping members involved and active. Here are some typical ones:

- The branch meetings are long and boring
- Members do little other than to listen to leaders talk
- A small clique has all the power and does not encourage others to get involved
- Members are not valued and are never thanked or praised for the work they do
- Members feel useless or frustrated
- The branch has no projects that members can be involved in
- Members feel that they are getting nothing out of the organisation.

People usually join the ANC because they want to do something for their community. But they also want something out of being a member. You should find out what motivates members and make sure you manage them so that they stay motivated and involved. Members are usually motivated by:

- Feeling that they are valued by the organisation and making a contribution
- Opportunities to learn new skills or get education about issues that interest them
- Working on issues that will improve their lives or the lives of their families and communities
- Feeling part of a team
- Activities that entertain them or add to their social life
- Rewards in terms of status, personal development or access to employment opportunities.

Here are some of the things you should do to keep members motivated and involved:

- Do an introductory induction workshop for all new members so that they understand the ANC and its work
- Welcome and introduce all new members at the beginning of each meeting

- Run regular education and development sessions for all members – either as part of regular meetings or in special workshops
- Encourage members to get involved in projects and campaigns
- Give people responsibilities and tasks and team them up with experienced members – they will feel useful and valued
- Thank people and praise them in meetings for work done
- Structure your meetings so that they are exciting and everyone gets a chance to participate
- Organise social events for members such as picnics, parties and outings
- Leaders should spend time talking with members and getting to know them.

10. Political Education and Training

Introduction

Education in organisations is different from school education. Schools mostly train students to understand a subject well enough to pass an exam. Schools also deal with young people and usually teaches them information that is new to them.

The education work a branch does for members, or for the community, is very different. The goal is usually to empower people so that they can become active contributors to the process of change. Internal education helps members to understand and contribute to the work of the organisation. Community education communicates information or campaign messages and can be used to empower, mobilise and organise people.

Education programmes can help your branch to:

- Induct and introduce new members to ANC values, policies and programmes and help them to decide what work they would like to do in the organisation.
- Develop a clear understanding among the members of the theory that guides the organisation (e.g. Strategy and Tactics, political or economic theory)
- Teach members the skills that will make it possible for them to do their tasks and contribute to the branch programme (e.g. door-to-door work, charring skills)
- Help members to understand the causes of the problems they face, so that they can take part in deciding policies and approaches for dealing with the problems.

In the broader community your branch work in education programmes can be used to:

- Communicate information to people about their legal rights – for example the rights of domestic workers.
- Involve people in learning about and discussing processes that affect them – for example a housing development or the development of the municipal Integrated Development Plan
- Involve people in debates around national issues such as crime or jobs.
- Raise awareness about an issue or campaign your branch is involved in – for example supporting schools or HIV/AIDS.
- Teach people concrete skills – for example literacy programmes, or brick-making.
- Mobilise people to become involved in action – for example volunteer training for clinic queue volunteers.

There are many types of education and training programmes – for example:

- Workshops or seminars on a specific issue for the branch members or interested people from the community.

- ❑ Ongoing programmes with the same people – like a weekly study group on political theory for ten branch members.
- ❑ Short educational slots during branch meetings.

Member induction, education and training

Branch education and training can be built into the work of the organisation and/or it can be a specific educational event or series of events.

You can get help and resources from the Provincial Political Education and Training Unit and the REC to develop your branch education programmes. You can also download resources and workshop formats from the ANC website.

All new members should be inducted into the organisation through a discussion about the history of the ANC, its principles and values, its strategy and tactics, and its structures and activities. Hold monthly workshops to induct new members. Develop a set programme for these workshops, and put together any ANC documents or other resources which would be useful for the induction.

Introduce newly-inducted members at the next Branch General Meeting, and introduce them to the chairs of any committees or task teams to which they have been assigned. If possible, choose an experienced cadre who would be able to assist new recruits and ‘mentor’ them for their first few months in the branch.

The political development of an ANC member does not end with induction. From the BEC member to the National Executive Committee (NEC) member, all ANC cadres need to continually develop their political skills and understanding.

Cadre development takes place in a number of ways. Most importantly, it takes place through active participation in the activities of the branch – by developing campaign strategies, grappling with conditions on the ground, getting the views of ordinary people, assessing weaknesses and strengths within the organisation, and by confronting problems and seeking solutions. Cadre development also takes place through formal political instruction, through debates about important theoretical and practical issues of the day, through reading discussion documents, writing discussion documents and keeping abreast of important public debates.

Set up a branch Political Education Committee. Identify the areas in which branch members would benefit from political education. Choose debates on theory (such as Strategy and tactics or economic development and jobs), on strategy (such as what input to make to the municipal IDP); discussions on organisational skills (such as how to run an effective project); or training on practical campaign skills (such as making a convincing speech about why people should vote for the ANC).

Draw up a programme of political education, ensuring a balance between the different areas and forms of political education and skills training. Liaise with regional and local structures of the Alliance and MDM to ensure coordination of programmes

Identify experienced cadres or ones with special skills who can facilitate discussion or training. Also gather together all the information, documents and reference material that could assist the training.

Remember to include relevant political discussions into BEC meetings, Branch General Meetings and other meetings which are held within the branch.

A special manual is available for running branch political education programmes.

11. Understanding your ward and doing a community profile

Branches can only be successful if they understand the communities and the people they have to organise. You can only be effective if you go to the people you want to organise, learn from them, understand their conditions and work for change at a pace that they can accept.

You probably think that you know your constituency well and have many opinions about what people see as their problems and what their attitudes are. Remember that leaders and activists often see the world differently from ordinary people. It is very important that you do research to really find out what people see as their problems, how they see solutions and what their attitudes are to change.

Key things you should find out

There are many ways to do a community profile. It is best to write down everything you find out and to update it regularly. Try to stick to the headings below or develop your own format – there is an example of a community profile form at the end of the list. A community profile should be a branch resource and the BEC should always look at it before planning programmes or campaigns for the year. It will help you to make sure you address the correct issues in your area.

Here is a broad list of the types of things you may want to know. It is divided into three:

1. The people in your ward and the problems they experience.
2. What exists in the ward – the facilities and services.
3. Community life – what else is happening in the community.

1. The people in your ward and the problems they experience

Use meetings, interviews and official sources to find out as much as you can about:

- People's practical needs and problems – concentrate on issues like housing, water, electricity, roads, transport, health services, education, social grants, child care and facilities.
- Issues that worry or concern them – these could be things like crime, violence, youth and HIV/AIDS, etc.
- Their hopes for the future – what changes do they long for and what basic improvements do they want in the area.
- Their attitudes towards, and opinions about plans and proposals from government, especially local government.
- Facts and figures about age groups, gender, employment status and income.

2. What exists in the ward – the physical environment

Make a list of what exists, what the problems are and what is planned for the future. Look at things like:

- Types of housing
- Basic services like water, sanitation and electricity
- Schools
- Roads
- Health services : hospitals, clinics, ambulance
- Firefighting services
- Police services
- Postal and telecommunication services
- Sport, parks and other recreational facilities
- Municipal facilities (paypoints and service centres)

- Shops, Markets and Banking Facilities
- Factories and other places of employment
- Places of Worship
- Community Halls
- Transport services.

3. Community Life – What else is happening in the Community

Make a list of all the organisations you can think of. Ask any organisations you meet to give you contact details for others they know of. Use the form at the end of the community profile to capture the details. Think of the following:

- Political Organisations
- School Governing Bodies
- Community Policing Forum
- Civic Organisations
- Religious organisations
- Youth organisations
- Women’s organisations
- Business organisations – including taxi associations, hawkers organisations, etc.
- Burial societies, stokvels and other credit and saving organisations
- MP or MPL constituency offices
- Traditional leaders
- Traditional healers
- Sport and cultural clubs
- Shebeens and other social spots
- Gangs, crime, taxi rivalries and loan sharks

Use the community profile form and the sectoral sheet on the next few pages to capture some of the information.

COMMUNITY PROFILE

1. People

(Get estimates from council or clinic statistics)

How many people live in your area _____

How many of those are women/girls _____ men/boys _____

How many people are under 18 _____ over 60 _____

How many of over 60's are women _____ and men _____

2. Facilities

How many of the following are there and what are the main problems

| | Number | Problems |
|-----------------|--------|----------|
| Primary schools | _____ | _____ |
| High schools | _____ | _____ |
| Creches | _____ | _____ |
| Clinics | _____ | _____ |
| Sportfields | _____ | _____ |
| Community halls | _____ | _____ |

How far from where most people live are the nearest:

| | Distance | Problems |
|----------------------|----------|----------|
| Police station | _____ | _____ |
| Post office | _____ | _____ |
| Clinic | _____ | _____ |
| Hospital | _____ | _____ |
| Fire brigade | _____ | _____ |
| Shops | _____ | _____ |
| Bank | _____ | _____ |
| Public phone | _____ | _____ |
| Magistrate's court | _____ | _____ |
| Pension pay point | _____ | _____ |
| Free internet access | _____ | _____ |

(like at a library)

3. Work

What % of adults are unemployed: men _____ women _____

What kind of work do most women do?

Write all the most common things, the problems there are and the estimated pay for that kind of job and how many women do that type of work. At the bottom of this section is an example of how to fill it in.

| Type of work | Problems | Pay | How many |
|-----------------------------|---|----------------|------------------|
| 1 _____ | _____ | _____ | _____ |
| 2 _____ | _____ | _____ | _____ |
| 3 _____ | _____ | _____ | _____ |
| 4 _____ | _____ | _____ | _____ |
| 5 _____ | _____ | _____ | _____ |
| EXAMPLE: Domestic worker | Bad pay, long hours, no benefits, own children, no buses after 5pm | R1000 p/mth | 30% one third |

What kind of work do most men do?

| Type of work | Problems | Pay | How many |
|--------------|----------|-------|----------|
| 1 _____ | _____ | _____ | _____ |
| 2 _____ | _____ | _____ | _____ |
| 3 _____ | _____ | _____ | _____ |
| 4 _____ | _____ | _____ | _____ |
| 5 _____ | _____ | _____ | _____ |

4. Water and fuel

Where do households get water from – write all the different ways in different parts of your community and the problems (e.g. taps in houses, central tap, river):

| Area | Water source | Problems |
|-------|--------------|----------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

What do most people use for fuel for cooking?

(for example: wood, electricity, paraffin, gas, coal, dung)

| Area | Fuel | Problems |
|-------|-------|----------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

5. Housing

What kind of houses do people live in? Write the different types in different parts of your community (e.g. brick houses, flats, shacks, hostels.)

| Area | Type of housing | Problems |
|-------|-----------------|----------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

6. Transport

What kind of public transport do most people use and what are the problems?

(think about the different problems men and women may have)

| Type of transport | Problems |
|-------------------|----------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

7. Health, welfare, social and legal issues

What are the most common health problems for:

| | | | |
|----------------|-------|---------------|-------|
| Girls under 16 | _____ | boys under 16 | _____ |
| Women over 63 | _____ | men over 63 | _____ |
| Other women | _____ | other men | _____ |

SECTORAL OUTREACH SHEET

POLITICAL

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

RELIGIOUS

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

SCHOOLS

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

HEALTH/WELFARE

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

HOUSING

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

BUSINESS

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

SPORTS

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

CULTURAL

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

STOKVELS

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

OTHER

| Name of Institution | Key issues | Contact Person | Contact Number |
|---------------------|------------|----------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

How to collect information about your constituency

Now that we have an understanding of what information you need to understand your ward, we will look at how you go about getting this information. You can get information from official sources, through community meetings or by doing interviews and research yourself.

Official sources

- Schools and Crèches can provide enrolment figures as well as gender breakdowns.
- Hospitals and clinics can provide details of admissions and details of the major health problems facing the community.
- The local Police Station can provide crime statistics.
- The Municipality can provide details on:
 - Registered voters from the voters roll
 - Plans to develop the area
 - Payment levels for services
 - Backlogs in the provision of services
- The Municipal Integrated Development Plan may provide fairly accurate details on population size, employment status and plans to develop the area.
- You can visit the website of the **Municipal Demarcation Board** at: www.demarcationboard.org.za.
There is a breakdown of information from the last population census for each municipality.
- Check with both non-governmental and government agencies for any studies conducted in the community you work in.
- Ask community development workers, councillors and ward committees in your area for information

Community meetings

Community meetings can be called to hear the views of people on a particular issue. For example, a meeting of the community could be called to discuss the proposed upgrade of an informal settlement. The meeting can hear the plan of the council and the views of the community.

Doing your own research

Most people do not attend meetings and if you want to get reliable information on people's needs, attitudes or views, you will have to go to them and ask. When you do research by going door-to-door with a set of questions, it is called a survey. You do not have to visit everyone, but must see enough people to get a representative sample of the views in the community.

12. Outreach work with your constituency

This section deals with:

- ▲ Regular door-to-door work
- ▲ Meetings and direct outreach to people in your areas
- ▲ Outreach to organisations and sectors
- ▲ Networking

Community outreach work means staying in touch and communicating with the people in your area. This work is best done through direct ANC contact with voters through door-to-door work, pamphlets, information tables, house and street meetings, forums, etc.

It is also very effective to work through other organisations since most people belong to churches, clubs, etc. When you stay in touch with organisations in an on-going way, it is called networking. When you target a sector, for example churches, for outreach work, it is called sectoral outreach.

People should be at the centre of our branch work since the ANC branch and the ward councillor are the face of the ANC in the area. Most people make no difference between ANC and government and see local ANC leaders as representatives of the people. All activities must aim to get to them, hear their concerns, assist with their problems, report and consult on government programmes and to persuade them to vote for us on election day. Personal contact is the best way of keeping our supporters loyal and winning over new support.

Councillors, MPs and MPLs should be used to help communicate our message to the people. People want to meet the leaders who represent them in government and MPs, MPLs and councillors will attract more people to our events.

When you organise an event always think of the following questions:

- How can we reach new groups and not just strong ANC supporters?
- Will the event give us good publicity or directly reach lots of people?

On the next pages we deal with different methods that can be used for events and outreach.

Door-to-door work

The ANC uses door-to-door visits to every household as the basic method to reach voters and discuss their concerns. We do it as part of elections campaigns and the on-going **Imvuselelo Campaign** that constantly renews our organisation and keeps it in dynamic contact with the people. Branches have to constantly engage in Imvuselelo as a basic pillar of branch work. The programme of action for every year has to include the work done in this campaign. The phases and how they feed into renewing our contact with and service to the community, and building the capacity of our members and councillors, are described below:

PHASE 1: *Preparation and training.* This phase involves the political and practical preparation of branch members through workshops on the objectives and phases of the campaign. It assists a member to know-how to conduct door-to-door work. Branch members should be able to explain the principles, policies and programmes of the ANC, know how to fill in the household questionnaire, and should be able to respond to difficult questions residents might raise.

PHASE 2: *Door-to-door information collection.* This is the phase in which door-to-door teams will conduct their first visit to all the households in the ward. They will collect information and record it in the house sheets for elections or '*Household Questionnaire*' for Imvuselelo.

PHASE 3: *Action on issues raised.* Once all households have been visited, and the common issues arising from the questionnaires identified, the branch should meet to decide what action to take on these issues. This process should also be seen as part of political education, empowering members to engage with local development issues and identifying how best problems can be resolved. It must involve ANC councillors for the area. Decide how to provide feedback to the community. This may include another round of visits to households, public report-back meetings, community radio, pamphlets, information from the council, etc.

PHASE 4: *Registration, Recruitment.* Door-to-door teams will visit ANC households to make sure all voters are registered and to recruit new members and check that existing members are up to date with their membership subscription. They should make sure that existing and new members know about the meetings of the branch and how to get involved in branch activities.

PHASE 5: *Political discussions as part of governance, campaigns and NGC or Conference preparations.* Through closer contact with the community, branch members will be in a better position to engage in strategy development for local councils as well as local elections. They will also be able to engage on the discussion documents distributed in preparation for the 2015 NGC and the ANC 54th National Conference in 2017.

PHASE 6: *Ready for elections mobilisation:* Running effective and ongoing door-to-door work with proper records, means that we are always election-ready. We know who our supporters and potential supporters are, what their concerns are, and who has IDs and is registered. This makes it very easy to reach undecided or unregistered voters and to mobilise all for election day.

The Imvuselelo Campaign should form the basis for an ongoing programme of membership development, organisation building and community engagement. The lessons learnt from the first campaign should be used to develop the annual programme of branches.

Meetings and direct outreach to people

In this section we look briefly at:

- Report-back meetings
- Forums/IzImbizo
- House meetings

There are many different types of public meetings you can organise. It is important to think about your target group and the funds available before you decide what type to use. The most expensive type is a rally where you need lots of people, transport, a stage and an expensive sound system. Rallies are best for motivating strong ANC supporters – they are not very useful for informing or reporting to people, consulting your community or winning over new support.

If you want to organise a large event like a rally, get support from the region.

The checklist below applies to all public meetings

CHECK-LIST FOR ALL PUBLIC MEETINGS

- Decide target group
- Decide type of meeting
- Plan programme
- Get venue
- Confirm speakers
- Brief speakers
- Publicise event – posters and publicity
- Organise transport
- Organise sound
- Organise security and marshals
- Organise catering
- Organise decorations
- Organise ANC table
- Pay all accounts

Report-back meetings

All people in your ward should be invited to regular report-back meetings by the ward councillor. If the ward committee in your area is organised and holds regular report-back meetings, you do not have to organise them.

The ward councillor should briefly outline the key council plans and programmes for the area. Officials who can answer questions and describe progress, should also attend the meeting. These meetings should also be a place where people can raise problems and concerns. Take note of all important issues that come up and find a way to report back to the people who raised them. MPs and MPLs should also be involved in report back meetings.

People's Forums or Izimbizo

A People's Forum or Imbizo is a method the ANC developed as part of our **"Listening Campaign"**. We first used people's forums in the 1994 elections and Izimbizo are now a part of our ongoing work. They are very effective for people who do not want to come to rallies and listen to long speeches. We should use them even for our strong ANC supporters because they give supporters a chance to talk to the ANC and to see that our MPs/MPLs and councillors are listening to their concerns. It is best to target a specific group or issue with a People's Forum or Imbizo – for example the elderly and pension problems, teachers and education policy. People's Forums can be organised by branches, Local Councillors and Regional or Provincial structures.

(See on the next page example of how to run a people's forum or imbizo).

How to run a People's Forum or Imbizo

1. Target a specific community or group – like nurses
2. Get a local leader, councillor or parliamentarian to be there
3. Advertise the forum with posters and announcements
4. Brief the speaker about the area and the concerns of the people
5. Start on time and introduce the people on the platform
6. Explain how the forum will work but do not make long speeches
7. The speaker can speak for 10 minutes on the issues of concern
8. Ask the audience to ask questions or tell us about their problems
9. Let the people speak and ask them to be brief. After every ten speakers, let the leaders reply briefly.
10. At the end the chair could summarise the main points.

House meetings

House meetings are best for people who are not strong ANC supporters. It gives us a chance to talk to 20–30 people in an informal setting and to win them over to support ANC policies. Speeches should be kept very short – the main aim is to have a discussion.

Branches should organise house meetings in one of two ways:

1. Invite a specific target group – eg. teachers, to attend a meeting at the home of a person they know and trust.
2. Invite all people who have been identified as undecided in a specific area – a street, hostel or village, to the home of someone in the area.

Where possible we should use councillors, MPs and MPLs as the main speakers at house meetings. Get help from the Regional office to organise a speaker.

HOUSE MEETINGS: Steps

1. Find out beforehand who the target group is, what issues concern them and what local problems they experience. Use the request and booking forms.
2. Confirm that the councillor, MP/MPL is available.
3. If your councillor, MP or MPL is not the best person to deal with that target group, make sure another local leader or councillor is there as back-up.
4. Brief the councillor, MP/MPL thoroughly and provide them with a map to get to the venue and the names of the hosts.
5. Confirm the meeting with the branch and the councillor, MP/MPL on the day it is supposed to take place.

Fundraising dinners, banquets, parties, etc.

Fundraising events need a very professional approach – people are paying and must be impressed and entertained enough to want to give us money again. Try to target a specific group of people who share common concerns.

FUNDRAISING: Steps

1. Decide on a target group and send out attractive invitations with a number and date by when people should reply. If you have a high profile speaker, issue the invitations in their name – eg. *“The ANC President invites you to come and meet the ANC parliamentarians and councillors for the Nokeng area.”*
2. Follow up the invitations with a phone call.
3. Get a decent venue which can accommodate everyone comfortably.
4. Organise catering and drinks, hire the necessary equipment.
5. Invite the press and supply them with the programme - do not make them pay.
6. Get speakers and brief them properly. Organise some entertainment if appropriate. Allow enough time on your programme for people to ask questions and to chat to MP/MPLs and leaders.
7. Either sell seats at tables or include an auction or fundraising as part of the programme. Have pledge forms available to record people’s details and pledges.
8. Decorate the venue and organise ANC information tables.
9. Confirm your speakers on the day of the event and make sure they know how to get there and have the necessary transport. They should be there before the event is meant to start.

Meet the people events**Canvassing:**

Canvassing is the door-to-door work that is the main method we use to stay in touch with our supporters and our communities. It should be part of our ongoing work and should not only be used just before elections. It can be done in two ways:

Blitzes – where a big group of canvassers, councillors and some MP/MPLs spend the day going door to door in one area;

Street canvassing – where each canvasser is given one street to look after and the same person goes door to door until all people are covered. The canvasser identifies the people who need follow-up, the list is given to the councillors and MP/MPLs or advanced canvassers for targeted follow up visits.

Use MP/MPLs and councillors when your branch does canvassing blitzes. High profile politicians should be used very strategically and you should always let the press know.

Elected representatives also help to motivate our own volunteers if they participate in door-to-door work. When they do canvassing they must introduce themselves as ANC MP/MPLs or councillors.

Publicity tables

Publicity tables can be set up at places like shopping centres or taxi ranks. Make sure you have information pamphlets available to hand out. Keep a copy of the voters roll so that people can check if they are on the roll and help them to get registered if they are not. If possible organise for councillors, MPs or MPLs to be there to talk to people. They should talk to as many people as possible and must be careful not to get involved in hour-long debates with a single ANC opponent. They should introduce themselves as ANC councillors or MP/MPLs and ask people what problems they experience in the area. They should engage in discussions around solutions and what government is trying to do about the problem..

Factory gates and stations

ANC members should meet voters at places like factory gates and stations where thousands of people pass during the rush hour. They should hand out pamphlets and talk to as many voters as possible.

Popular events

Sport and cultural events attract a lot of people as well as the press. ANC leaders as well as councillors and MP/MPLs should attend things like soccer matches and concerts and use the chance to speak to voters. Set up an ANC publicity table as well.

ANC leaders must attend community events that are important to local people. This can range from funerals and weddings to the opening of a new shopping centre or a school concert.

Outreach to organisations and sectors

Ongoing outreach work is the most important task for branches. You have to stay in touch with what is happening in your community. The branch should actively participate in important meetings and forums that affect development in the community. In many cases it is not easy for the ANC to get direct access to members of organisations and it is better to use the ward councillor – for example to speak to schools or workers at their place of employment

Here are a few tips for outreach to organisations and sectors:

Attending meetings

The ward councillor and members of the BEC should try to attend all important public, civic, local development forum and community police forum meetings. It is a very visible way of showing interest in the community.

Meeting organisations leaders

Develop a systematic plan to meet all the key people and organisations identified on your contact sheets and to discuss their problems and programmes with them. The ward councillor should also visit government departments and key civil servants to assess their service delivery in the area. Write to them to ask for appointments. Most organisations and civil servants will gladly meet with a ward councillor.

Inspections

Organise site visits for the ward councillor, MECs, MP/MPLs and government officials to inspect problems in the community. These could be things like: school registration day, areas where waste is dumped, support groups for people living with AIDS, clinics, flooded areas, etc.

Intervening on local issues and development

The branch should participate in local campaigns, take local issues up at other levels of government and get involved in solving local problems. Work with other organisations that are already active in

the area. It is very important to get involved in local development projects and to use your influence to get things moving.

Co-operating with other spheres of government

Work closely with provincial and national politicians and officials so that you can access other resources to solve local problems. Not all problems are dealt with by local government and you cannot always use the ward councillor.

An example is a local school that has no textbooks - this should be referred immediately to provincial government.

Helping welfare and other organisations

Assist with fundraising events and other activities of welfare and other community organisations. Use the influence of the ward councillor to assist these organisations with access to business people, funders and government support.

Targeting a sector

Use the sheets on organisations in your area to help you target a specific sector for outreach work - for example all high schools, all churches, and specific welfare organisations.

There are different ways to organise work in a sector:

- Use the contact person and ask them to invite a branch leader or the ward councillor to come and address their organisation.
- Write and offer the services of the ward councillor for any events or meetings they would like. (be careful to not make promises you cannot keep)
- Invite leaders to a small meeting with the ANC leaders and the ward councillor to discuss their concerns – for example all religious leaders or school principals.
- Organise a discussion forum on, for example, economic development and invite all traders and hawkers
- Target a sector for work and find out all the events they have planned – make sure branch members attends their events – for example church fete, opening of school hall, etc.

Networking

Networking means staying in touch with organisations and key individuals who can affect your work or make it easier. Networking can serve many purposes and can help you to:

- Build partnerships with civil society
- Build alliances that will strengthen your work
- Stay in touch with developments in your area
- Get access to information that will help your work
- Influence other organisations to take up and support your issues
- Influence individual decision-makers.

Systematic networking

Networking should be an ongoing and systematic part of your work. It is important to build up a system that can be used for networking. It is best to gather all the names of organisations and individuals, their contact details and their areas of interest. *(See form at end of community profile)*. Then you should divide these lists into categories or topics. For example if you work on housing and crime, set up a separate network contact list for each topic. *On the next page is an example of a system you can use.*

ANTI-CRIME NETWORK LIST

| Sector | Organisation/ person's name | Issues they deal with | Contact person | Contact details | Network code |
|--------|--------------------------------|--------------------------|-------------------|--------------------|--------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Under “sector” you should think about all the different sectors in your community and put in the ones that you should network with (on crime in the above example) – for each sector you will then have to list the relevant organisations or individuals. For example under the health sector you may want to list the emergency services, the clinic, the municipal health committee, the local Red Cross Society and local doctors.

Examples of sectors are:

| | | |
|-----------------------------|-----------------------|-----------|
| Political groups or parties | Unions | Religious |
| Education | Health | Welfare |
| Business | Credit clubs | Sport |
| Burial societies | Service organisations | Cultural |

Fill in the third column to record what issues or areas the organisation or person works on. This will help you to network with the right group on the right issue. Networking works best if you have individual contact people you work with in each organisation. This will ensure that faxes, newsletters and other information reaches the right person. It will also help you if you build a relationship with an individual who understands your work and is sympathetic to your issues. Put the contact person’s details in the fourth and fifth columns.

In the last column you should put a code for the kind of networking you do with that contact – for example if you should send news to that person, write N, if you should invite them to consultation meetings, write CM, if you can involve them in your campaigns, write C.

Meet with the leaders of these organisations and make sure they are represented on forums and in consultation meetings. Have consultation meetings with their members to discuss their problems and campaigns. When you develop your communication strategy for a campaign, make sure that information goes directly to these organisations.

13. Helping people with their problems

Branches can only be effective if they take action on local problems that affect people. It is important for an ANC Branch to be visible in an area and to be seen to be helping people with their daily problems. There are different kinds of local problems that branches can take up:

- Common local problems that many people experience, for example, long queues at pension pay-point and poor quality of housing;
- Crises that affect people in a specific area, for example, flooding or storm damage during the rainy season;
- Individual problems, for example, women experiencing difficulty with getting child maintenance.

Each of these types of problems on local issues needs a different kind of approach. In this section we will deal with them one by one.

Common local problems

Your community profile, outreach work and regular door-to-door work should tell you what the common problems are that people are experiencing. It is very important to take them up in a systematic way and to make sure that the ANC uses its influence and power in government to improve the lives of people in the area. Here are some of the steps that you should follow when you discover a common problem:

▲ Step 1:

Find out as much information about it as possible, for example:

- how many people are affected;
- how serious is the problem;
- what is the cause of the problem;
- who has the power to do anything about the issue;
- whose responsibility is it;
- what result would the people who are affected want.

▲ Step 2:

Once you have done your research, develop a strategy for trying to sort out the problem:

- Discuss it at a BEC or subcommittee meeting and try to look at what exactly needs to be done and who has the power to do it. How are you going to persuade those with the power to take action?
- Which other forces or individuals can you mobilise to support your cause and help you to achieve your goal.

▲ Step 3:

Work out a clear action plan for achieving the above and make sure that everyone knows what their responsibilities and deadlines are.

Many local problems can be addressed by government departments or the local municipality. It is important that we use the access, which we have through our councillors and MPLs, to get swift results for people. If a civil servant, who is responsible for dealing with this problem does not respond and does not deliver we should use our politicians to take the issue further. Often it is enough for a Member of Parliament or a local councillor to phone an official to ask for an explanation to get the ball rolling.

Be careful not to be unrealistic in the promises you make to people and the expectations that your raise. Many of the problems are long-term and addressing them will take a long time. For example, to get a road tarred or a river canalised needs a long process of planning and budget approval before it can be implemented.

Crises that affect people in a specific area

In many poor communities disasters can occur that can badly affect many people. Examples of these are shack fires, floods, wind damage during storms, food poisoning in a school, gang wars, etc. As branches we should be in touch with any disasters that happen. It is vital that we send our leadership to investigate immediately and to gather as much information as possible. Where we can mobilise resources to get help to people in need we should do so immediately. We should also use our contacts with the municipality and other levels of government to get the necessary support to people as fast as possible. ANC members should volunteer to assist when people need to be evacuated or need things like emergency food or blankets.

Here are some of the steps you should take:

1. Safety comes first – immediately contact the relevant emergency services like ambulance, police, fire brigade and municipal disaster management (at the metro or district municipality)
2. Make sure that the BEC sends someone to investigate as soon as you hear of any disaster.
3. Call the BEC and organise a branch meeting if there is time, otherwise try and mobilise as many volunteers and resources as you can through sms and calls.
4. Make sure that people are deployed into the area to give direct support on the ground.
5. Set up an local Operations Centre if necessary – the ward councillor can work with the municipality to do this at local level. This is a central office which can help with the contacting and co-ordination of emergency services, assist people who are homeless, give advise, be a base for food support, etc.

Assisting people with individual problems

Giving people in your community practical advice to help them with problems can play an important role in building your branch. You should be in touch with the daily problems of communities and have the information and resources that can help people to sort out their problems. People may come to your BEC for help with problems like pensions or state grants, evictions, repossessions of property, unfair dismissals or family problems. By helping people with their problems you will win their support and make your branch serve the community.

In South Africa many laws and processes have changed and the constitution and Bill of Rights now guarantee people basic human rights. In poor communities people are still not aware of these rights and branches together with constituency offices and MPs/MPLs can play a very important role in educating people and supporting those with problems to make sure that these rights do not just remain on paper.

There are different ways in which you can help people with problems:

1. Giving advice to people who approach the BEC or walk into your office (if your branch has one) with their problems.
2. Organising special advice clinics/meetings where an MP/MPL or ward councillor or paralegal is available to assist people on a specific day each month – like every second Saturday morning, at a specific venue.
3. Organising public information or advice meetings on specific issues – for example the rights of domestic workers or applying for child grants. Discuss specific problems with individuals at the end of the meeting.

4. Keeping your eyes and ears open for local problems and going to offer people help and advice for example when, for example, there is a flood in your area or when you hear of an eviction of a group of farm workers.

It is useful to make advice work the responsibility of one of your BEC members. Try to recruit law students or other volunteers to help.

Important things to know about advice work

Branches should only take on the responsibility to give advice if you are prepared to do a very thorough job. You can easily discredit the ANC by giving people wrong advice and getting them further into trouble. If you have a good advice office or a constituency office in your ward, work closely with them to help you do a professional job. Even if you just give advice to a few people who attend ANC public meetings, you should always treat them like clients and make sure they get the right advice.

Whatever methods you use for advice work here are some important guidelines that you should follow in almost all cases:

- Always keep a clear record of the case – use case forms (*see next page*) and file them in a proper filing system. Attach all copies of documents, affidavits or statements and information to the case form.
- Immediately help people with the problems you can solve . For the others advise them on what they can do or refer them to someone who can help them.
- If you promise help or follow up, do it quickly and inform the clients of the results as soon as possible.
- Build up a list of people and organisations you can refer clients to.
- Do not make promises or raise expectations if you are not sure you are able to assist people.
- If your branch offers advice it should make sure that some of the BEC members and volunteers are trained and equipped to give the correct advice.

For more information on how to solve specific problems, use the ETU paralegal manual. It is also available free on a website: www.paralegaladvice.org.za or www.etu.org.za. It has chapters on most typical problems poor people experience. Make sure that you have the correct information and resources before you offer advice to anybody in your community.

14. Mobilising around local issues

Branches should be agents for change in their areas. This means that we must be at the forefront of the struggle to develop and transform our communities. There are many things we can do and in this section look at:

1. Development and poverty alleviation
2. Mobilising against corruption and poor delivery
3. Building partnerships with civil society

Development and poverty alleviation

The ANC must be at the forefront of local development. Development can be defined as “*improving the quality of life of the residents*” and it involves improving the environment, facilities, job opportunities and services available. There are many different ways to get involved.

The work of local government

The municipality is responsible for development work in your area.. Together with other stakeholders like government, business and community organisations, the municipality must develop and Integrated Development Plan [IDP] for the area.

An important part of the IDP is public participation and there is scope for branches to get involved and also to mobilise other sectors. We should effectively use all public participation mechanisms to make sure that we push a progressive development agenda and that our constituency is truly consulted and involved in the process.

Poor people are targeted for free basic services – in most areas this means a basic amount of free electricity and water every month. We must monitor the work of municipalities on this and ensure that the right people get access to these services.

ANC branches also have a special relationship with the ward councillor (if it is an ANC ward) and branches should have regular discussions with councillors around local development priorities and programmes. This will help to keep the branch informed of municipal developments and will also ensure that the councillor is in touch with the views of the branch on key municipal issues.

Monitoring delivery

Many of the problems people have can be prevented if we effectively monitor service provision and delivery in our areas. People are entitled to many things from their municipalities and from different government departments. For example, schools should be adequately equipped in each area and free in poor areas, medication to treat opportunistic infections should be available to all who have HIV/AIDS at local clinics, and child support grants should be available to poor people below a certain income level. Cleansing services should deal with waste and any environmental hazards in residential areas.

As a branch we should always be on the look-out for things that can cause problems in the future. Where services are delivered to the poor we should constantly monitor to ensure that they are up to standard and that they are being given equally and fairly to all people. Where we find problems we should use our political influence to intervene and to make use the relevant government service delivers more effectively.

We should not be defensive where services are failing but should take an active role in setting it right. The public service is meant to deliver according to the policies and programmes of government and we should be the eyes and ears of government on the ground to see that this happens

Local economic development

Branches should play an active role in exploring ways of developing the local economy and creating more jobs in the area. Our unique position as ANC branches allows us to relate to the local and district municipalities as well as to provincial and even national government through our structures at other levels. We must use this position to strategise and plan together and to ensure that real development takes place in our area.

Small business development should be encouraged and businesses should be attracted to the area through developing improved infrastructure and public transport.

Government is expanding the community-based public works programme especially for building infrastructure like roads, schools and clinics. The community work programme offers stipends to unemployed people to do community work like cleaning, safety, health programmes, environmental work, food gardens, etc.

Community projects

Government will never have the resources to provide everything that people need to build better communities. Much depends on the work the people do themselves. There are many community projects that aim to improve the environment or the welfare and quality of life of residents. The ANC should encourage members to get involved in these projects and should actively support projects by helping with fundraising, recruiting volunteers and other support.

We should take the lead in mobilising volunteers to commit time to things like clean-up campaigns, becoming police reservists, volunteering at schools and clinics and providing home-based care.

We should work closely with community development workers in supporting local projects.

Grants and poverty alleviation

Government has a variety of social grants available to poor people. Branches should ensure that people know what they can claim and have effective access to those grants. Some of the grants are listed here. The amounts change each year.

Pension

All men and women over 60 who do not have an income over a certain amount, can get a state pension or old age grant.

Disability grant

If you are unable to work because of illness and have very little income, you can get a grant that is the same as the state pension, every month. A means test is used to decide if you are poor enough to qualify.

If you need a lot of care and nursing you may be also able to get a small further grant in aid.

Foster care grant

If you are the official foster parent of a child, you can apply for a foster care grant. You have to provide the child with adequate food, medical care, clothing, schooling and shelter.

Care dependency grant

A care dependency grant is meant for children who are ill or disabled and need special care. It can be used for children who are ill with AIDS. Parents or foster parents or anyone who is responsible for looking after the child can apply. You can get a care dependency grant even if you already have a foster grant. It is usually the same as the state pension.

Child support grant

Anyone who is poor and looks after a child up to 15 years old can apply for a child support grant. A means test is used to work out if you are poor enough to qualify for this grant. Child support grants smaller than other grants and usually about 25% of the state pension.

Social relief

Social workers can also give temporary relief for people who are in urgent need of support. Sometimes you can wait for a few months for your grant and the social worker can give you temporary relief – this will be food or money. It will not be a lot and it will only be given to you for a short time.

How to apply for grants

Go to your nearest Welfare office (Department of Social Development). If there is no office near you, go to the nearest magistrate's court. You will need different papers for different grants. The social worker will give you a list. On your first visit, take your ID book and any other proof you have that may be needed for the application. Here are some examples:

- Your ID document
- Medical certificate
- Proof of income and assets
- Marriage certificate
- Death certificate of parents and birth certificate of children if you are looking after orphans
- Affidavit from birth mother if the children's real parents are still alive – to say why you are taking care of them and that she agrees with you doing that.
- Letter from your employer if you have any income.

Food and material support

The government is rolling out a food support programme for impoverished families. It targets very poor families, pensioners, child-headed homes and homes where breadwinners are ill. The Department of Social Development is coordinating this programme and it includes food parcels as well as food garden starter packs.

An important part of poverty relief is clothing and material assistance. Branches can get involved in this kind of work, but it is better to leave it to organisations that specialise in it. Once you start handing out and controlling resources as a branch, you can create divisions and unhappiness. Members may feel that they should get preferential treatment and people who are refused support may blame the ANC. The proper distribution of materials needs good coordination.

Find out what support exists in your area and make sure that you help people in need to access that support.

Mobilising against corruption

Poor people are most vulnerable to corruption, especially corruption in the public service. Where resources are scarce and many people need those resources, corruption can often set in. Here are some examples of the kind of corruption poor people have experienced in some areas:

- Officials accepting bribes to move people up on the housing waiting list
- Officials charging people extra money to grant vehicle licences to un-roadworthy taxis.
- Police officers accepting bribes from criminals to lose their case evidence
- Officials who deal with social grants giving grants to people who do not exist, or charging money to people who are entitled to register.
- Home Affairs officials charging for illegal IDs.

Many local municipalities have had allegations of corruption made against their decision-makers for allocating contracts and tenders to specific people. Councillors have been accused in some areas of giving tenders to friends or jobs to party members who are not qualified. Housing developers and other contractors for local municipalities have often been accused of corruption when they overcharge for their services and do not deliver what was promised.

It is the duty of the ANC branches to watch out for corruption in our midst. We are here to serve the people and to make sure the most vulnerable in our society are protected. We should never use membership or position in the ANC as the basis for people getting access to government services.

Corruption is an evil that we have to root out. We should not be defensive of people who are accused of corruption even if they are ANC officials or politicians – let the law take its course. We should always try to get to the bottom of the story and to assist the forces of the criminal justice system with any investigations being done. Where we ourselves find corruption we should bring it to the attention of the authorities and publicise it if needed.

Corruption is not always direct criminal activity. Sometimes it is just people who do not do what they are supposed to do and who still take the money for that work. When things like this occur we should mobilise our own ranks and even the community to stand up against officials who do not do their jobs. There is nothing wrong with an ANC branch for example, marching peacefully to a magistrate's court to demand that they work properly if work at that court has ground to a standstill. Whilst we should always follow the right channels and take up matters with the correct authorities, we should not shy away from directly confronting corrupt officials when this is the best strategy to get results. An example of this kind of actions is where teachers come late for school and leave early. It is in this kind of situation where some mass action by parents may very well add the needed pressure to speed up and improve the management of the school and the teachers' service delivery.

Partnerships with civil society

None of the work dealt with in this section can be done without close co-operation with other organs of civil society. Civil society is generally defined as that sector of society that is organised but is neither government nor business. It includes all community-based organisations, civics, youth and women's organisations, the NGO sector and welfare organisations, churches and other religious formations, sports and cultural clubs and societies.

Whether we are taking up local issues, helping people with their problems or campaigning around local issues or running projects, we have to involve other organisations. It both strengthens our campaigns and projects and it allows us to influence a wider section of the community.

The many problems that face our communities cannot be solved or addressed by government alone. In many cases, we need volunteers and we need to mobilise all available resources to address problems. Civil society is a very strong weapon that we have to use for effective development and transformation.

The manner in which we mobilise and form partnerships with civil society is very important. While many of the members of civil society organisations may be ANC supporters we cannot take this for granted and we should not treat them as if they are all ANC members. The ANC should provide leadership and direction at a local level on the basis of its status and its authority in the area. We cannot assume that we have a right to lead and dominate. We have to earn the right to lead by working in such a way that we make the ANC respected and popular. This means that we should never act as a gatekeeper to structures, that we should promote openness and participation, that we should be transparent in all our dealings with other organisations and that we should avoid political manipulation and hidden agendas.

Civil society is an important sphere for the ANC to influence. It is not a sphere that we should try to dominate and control. Organisations will work with the ANC on a voluntary basis as long as they believe that the ANC is on the right path and that it is providing leadership with integrity.