



ANC Branch Manual

Shortened Version

CU Preface

This booklet version of the ANC Branch Manual was been prepared so as to complement the booklet version of the ANC Election Manual, so that both booklets can be used together in political education schools.

The full ANC Branch Manual would fill approximately 76 pages in this booklet format. It has been reduced to 24 pages by eliminating duplications, including in the Election Manual and other ANC documents; by removing forms; by removing some material of a social-welfare-advice nature; and by re-formatting to get more words into less space.

The full Branch Manual can be made available in electronic form, if necessary.

As well as providing answers to questions about the ANC, the Branch Manual will assist comrades to appreciate the ANC in its totality and therefore to be able to place the current Election as a whole in its proper, revolutionary context.

The ANC cannot be properly understood in isolation from the context of its alliance with its major partners, the SACP, COSATU unions and SANCO, or from the very many other organisations and structures that form the living collective body that the Liberation Movement represents. It is by understanding this mass base, rather than by pitching the ANC as a product, that we can find its true and unfading strength and resilience.

Most of the material on working with other structures can be found from page 17 of this booklet, onwards.

INTRODUCTION

The branch, and its members, is the most important part 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.

CONSTITUTIONAL STRUCTURES OF THE ANC

Note: Not less than 50% of all elected structures must be women (Rule 6)

National

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 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, National 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 serves on the NEC
- The national president and secretary of the Leagues 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.

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.

National Policy Conference

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

Provincial

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 the Leagues are directly represented at the conference. 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 their secretaries and/or chairpersons. They are *ex officio* members. NEC members are also deployed to provinces to support the work of the PEC.

Provincial Working Committee (PWC)

A 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 elected members.

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

ANC regions accord with 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 members.

Sub-regional/zonal

Sub-regions must be set up according to the boundaries of local municipalities. ANC regions and zones can be set up 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.

Branches

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 NEC may give 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 and the chairs and secretaries of the Leagues.

The Youth League, Women's League and Veteran's League exist as autonomous structures. League members are expected to play a full part within ANC structures.

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.

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.

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.

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.

SECTION 2: STRENGTHENING YOUR BRANCH

The ANC branch is the most important structure in the organisation. It is the basic unit in the ANC and 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

The purpose of the branch meeting is to:

- discuss and make decisions on all your campaigns and activities
- elect and mandate representatives to regional, national and provincial meetings
- receive report backs on regional, national and provincial meetings
- discuss key political issues of the day
- bring together the members and to build a cohesion as a branch.

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 and that could save you a lot of time and energy.

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 which should be explained right in the beginning.

In all your meetings you should also do the following:

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.

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.

BEC meetings

It is best to keep your BEC meetings to around two hours.

The treasurer should report at least once a month to the BEC about the financial state of the branch. The treasurer should always report on the:

- income generated that month
- total expenditure for that month
- receipts, payments and remaining balance

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. End your BEC meeting by planning the next branch meeting and discussing agenda items.

The Bi-Annual General Meeting

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 years' activities and to look at future plans. It is also the chance for the branch to elect new leadership. The ANC constitution requires that branches must hold a B-AGM every second year.

Preparing for your B-AGM

You have to get more than half the members of your branch to attend to have a quorum. This can be very difficult, so organise and publicise your B-AGM long in advance, and take lapsed members out of the records. 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.
- Inform the region.
- 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, PEC or Organising Department.

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

The Branch Executive Committee

Branches may have anything from 100 to thousands of members. 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.

The branch executive committee is elected every two years year at the bi-annual general meeting. It consists of a chairperson, deputy chairperson, secretary, deputy secretary, treasurer and between three and 10 addition members. The ANC constitution spells out the role, powers and responsibilities of executive members.

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 subcommittees that you have at a branch level so for example you could have a media person that heads the media subcommittee, a campaigns person for the campaigns subcommittee, a membership officer for the recruitment subcommittee, etc. If you subcommittees 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 plays 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 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.

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 debates 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 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 follow below:

- 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

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.

Here are some examples of things that you can do to increase the ANC's 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.

Branch Secretary's guide

The role of the secretary in the branch is much more than just being a good administrator. The secretary has to manage the plans of the ANC and to make sure that they 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 subcommittees, executive and branch and how they fit together and of the different plans and records of subcommittees. 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 executive 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 executive meeting. It will simplify your life if your BEC agrees to have its meeting on the same night 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.

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.

If your branch can afford it, it is very useful to have a branch newsletter that goes out once every few months. 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 once every quarter or so where you organise a more high profile activity than the official branch meeting. This is a way of re-involving old members or members who do not like attending branch meetings.

Communicating with supporters

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 use them when we need them.

Regular communication means that we keep our supporters 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, meetings to discuss the council's budget plans in the area, and MP's reportback meetings.

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 subcommittee 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.

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 here 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.

AGENDA FOR BEC MEETING

1. Welcome and introduction
2. Review tasks set at last meeting (Matters arising from the minutes -list of the tasks)
3. Reports on tasks and meetings attended by BEC members
4. Discuss problems/difficulties the branch is facing
5. Share information from NEC, PEC, REC and any correspondence
6. Political and news update -a brief discussion on local or national issues
7. Plan for the way forward and new tasks (Summary of the tasks that have arisen from the meeting)

Keep all your minutes in a minute book that is brought to every meeting. The minutes must record:

1. The date of the meeting
2. Who attended and who sent apologies
3. The main points of discussion and reports
4. The decisions and action plans that were taken on each of those main points
5. Who must do those tasks and by when
6. The date of the next meeting

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. Filing is easy if you don't let it pile up, but do it on a regular basis. The branch secretary should have a filing system that has at least the following files:

- **Correspondence received** should be filed in date order with the latest date in the front of the file
- **Outgoing correspondence** should 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 subcommittees**
- **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.

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 up to date and in a central place where people who are working on elections or regular voter contact have access to it. 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)

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.

National office sends recruiter packs to provincial and regional offices. The ANC has a national computerised membership system which follows these steps.

1. Branches receive and sign for a set number of packs at the regional office
2. Members are recruited locally by branches using recruiter packs
3. Members fill in a form and are given a temporary yellow membership slip - as a form of proof. The membership is on probation for eight weeks and can be refused in that period. The recruiter must explain branch meetings and activities and invite the member to attend.
4. Once the pack is filled, the branch must deposit the monies in the ANC main account at an FNB branch.
5. Branch slips are taken out of the filled packs and filed by the branch so that you have a record of your members and can invite them to branch meetings.
6. The forms are returned with all filled recruiter packs to the regional office.
7. The regional office enters the members' details on the national computer
8. The membership is approved and a card is printed at the regional office
9. Branches collect their cards from regional office and hand them to members.

Membership costs R12. Branches will eventually get back R3 for every member recruited. 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.

Member induction, education and training

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.

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) on strategy (such as how to mobilise certain communities); discussions on organisational skills (such as how to run an effective project); or training on practical campaign skills (such as writing a pamphlet or preparing a budget).

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. You can get help and resources from the Provincial Political Education and Training Committee and the REC to develop your branch education programmes.

SECTION 3: WORKING IN THE COMMUNITY

This section concentrates on the work branches should be doing in the community. It covers the following:

1. Understanding your constituency and doing a community profile
2. Outreach work with your constituency
 - Meetings and direct contact with voters
 - Outreach to sectors
 - Networking

Understanding your constituency 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. 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:

- The people in your ward and the problems they experience
- What exists in the ward - the physical environment
- Community life - what else is happening in the community

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

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 and hawkers' associations, 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

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
- If the council has completed its Integrated Development Plan it may be able to 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 Local Council Area.
- 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.

Outreach work with your constituency

This section deals with:

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

You should also try to reach people more directly - through pamphlets, information tables, house and street meetings, forums, etc. This is called direct contact.

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 win 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.

Meetings and direct outreach to people

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. 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

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.

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 – e.g. "President Jacob Zuma 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. Decorate the venue and organise ANC information tables.
8. 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.

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 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. Then you should divide these lists into categories or topics.

You should think about all the different sectors in your community and put in the ones that you should network within 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 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

Networking works best if you have individual contact people you work with in each organisation. It will also help you if this individual who understands your work and is sympathetic to your issues.

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.