SANCO BRANCH INDUCTION MANUAL

INTRODUCTION

Congratulations for being elected by the community to lead them in this heroic Organisation. Now you should know and understand that you do not represent yourself, but the community that elected you. Be aware that the way you hold yourself within the community will always be under scrutiny so it is very important to hold your head up with dignity. Always be polite and endeavour to give the community all assistance requested.

Remember too that you are not above the community that elected you; but you are their servant. Always deliver the information in simple language, as the ordinary people do not understand complex political words. They do not care about your big words, but by what you can do to improve their social status and help with bread and butter issues.

To be a good leader, you must be a good follower; nobody knows everything, learn from each other, lead the Organisation collectively as a team. Always work in unity and avoid cliques, chores and groupings that divide the organisation. Debate issues freely within the structures of the Organisation without being disruptive. Lead by example, and respect the decisions of the higher structures of the Organisation.

SANCO in an independent civic movement with its own Constitution, Principles, Rules and Regulations, but for its operations, it collaborates with other democratic organizations. It is a non-political organization with political interests to those organisations that have the same policies and principles in advancing the people's lives. SANCO membership is drawn from people who belong and support different political parties, but encourages people to support those parties with similar objectives to it, which are non-racism, non-sexism, non-tribalism, unitary and progressive.

Due to this believe and the historical disadvantagement of the African people; SANCO is part of the broad Alliance led by the ANC; which includes COSATU and (SACP). The National Democratic Revolution (NDR) has been attained by the transfer of power from the minority (white) to the majority (Black) in 1994, now the fight is still on for Democratic Social Transformation (DST).

Some people think that SANCO has passed its sell-by date, but it is not as African people still live in poverty in Townships and Country side while the economical power is still in white hands. The struggle will only end when the former oppressed people are economically liberated, that's where DST (Democratic Social Transformation) comes in.

We must not only be suppliers of labour, but we must own the means of production. As a leader of your people you must fight hard to make sure that this dream is attained.

CHAPTER ONE: SANCO CONSTITUTIONAL GUIDELINES

Induction module is to go through the most important CONSTITUTIONAL matters that needs attention at the branch level.

Let us open the CONSTITUTION now.

CHAPTER TWO: BACKGROUND AND HISTORY

The South African National Civic Organisation (SANCO) is the product of decades of community struggles. The late 1970's and early 1980's was a period of intense mass mobilisation in South Africa. There was a huge increase in organised activities such as student demonstrations and workers strikes and boycotts.

For the first time since the banning of the liberations movements, mass-based progressive organisations were built to oppose apartheid. This was very important in the light of the intense repression of the 1960's and 1970's that had almost destroyed the national liberation movement. At a community level, civic associations were formed in many areas to deal with people's immediate problems (bread and butter issues). Civic saw their role as representing the people and their demands. Campaigns were fought on issues like high rents, housing, bus fares and the price of electricity.

By tackling the issues that touched everyone, activists working in civics built strong and vibrant organisations on the ground. A new sense of confidence and pride was built. Local civics soon formed into regional bodies so that they could coordinate their campaigns. Examples are Tumahole Civic Organisation, Soweto Committee of Ten (later the Soweto Civic), DHAC in Durban, CAHAC in Cape Town, ACSTOP in Joburg, Vaal Civic Association, Alexander Civic Association, Mamelodi Civic Organisation, Mohlakeng Civic Association, Krugersdorp Residents Organisation, East Rand Peoples Organisation [ERAPO], Katlehong Civic Association, Thokoza Civic Association, PEBCO in Port Elizabeth to mention just a few.

Good coordination gave the civics more power and many local victories were won. The local struggles also lead to heightened political awareness and pride in taking part in the broader fight against apartheid.

In 1993 the United Democratic Front was formed to unite all organisations that opposed the establishment of the tri-cameral system and supported the struggle for a democratic South Africa. The UDF was organised at national, regional and local level and civics formed the cornerstone of local UDF Area Committees. For the first time civics were part of a national organisation that gave them a platform to start coordinating their demands and campaigns.

The short-term demands focussed on political change and included: an end to apartheid, democratic elections, unbanning of liberation movements, release of political prisoners and the return of exiles.

By working as an integral part of the UDF, civics played a major part in the destruction of apartheid, but it was no easy victory. In 1985 the regime declared the first of five States of Emergency. This was a direct response to the grassroots mobilisation against apartheid and its structures. Thousands of civic leaders were persecuted and detained. Some leaders spent more than 1000 days in detention

without trial. Dozens of civic leaders were assassinated. Among the most well known cases are the Cradock Four, PEBCO Three and Delmas Treason Trial. Many organisations were banned and most meetings were made illegal.

Once again fear paralysed communities, but pockets of committed activists carried on their organisational work. This time the regime could not completely destroy mass-based organisations.

After a successful hunger strike in early 1989, many detainees were released and the mass democratic movement once again took on the might of the apartheid regime. From August 1989 a massive Defiance Campaign led to the arrest of thousand and the effective end of the state of emergency.

Civics says

'No to councillors!'

In the African townships located outside the major cities of "white" South Africa, the UDF and its affiliates campaigned to reject the black local authorities.

Apartheid laws ruled that people who were in the racial category "African" could not be citizens of the Republic of South Africa. "Africans" living in the townships around the white cities could stay there only if they had permission to work there. All Africans without permission to stay in white areas were "removed" – often by force – to rural places called "homelands".

Botha's "new deal" aimed to reinforce this situation by creating "Black Local Authorities" in the townships. Africans living in the townships would be allowed to vote for these authorities – but not for the national government in the Republic of South Africa. At the same time, black local authorities would be paid by, and remain under the control of, the national government's Bantu Administration Board – white officials appointed by the whites-only government.

The UDF took up all these issues. From November 1983, the UDF called for a boycott of elections for black local authorities.

No rent increase for matchboxes

The fight against black local authorities and the Bantu Administration ran side by side with the struggle against increases in rents, electricity, rates, and public transport fares for the black communities.

The black local authorities were expected to pay for most of the "administration" of the townships through raising money from the people who lived in there. At this time, the black local authorities owned all houses in the black townships and rented them out to people – a person classified as African could not own a house in a "white area". And there were few businesses or factories in the

townships, so the authorities did not make money from taxing business. Therefore, the black local authorities tried to make people pay higher rents. They also made money through selling beer through beerhalls owned and run by the Bantu Administration Boards.

In the early 1980s, the black local authorities raised the costs of rent, electricity, water, and transport in many black townships. People began to organise protests against these increases in the cost of living. These protests became one with the rejection of the black local authorities by the UDF. People organised into community groups (called "civics"); these said "NO to community councils, NO to the black local councillors, NO to the Bantu Administration system."

The Vaal uprising

The community's resistance to the apartheid regime came to a head in September 1984, in the Vaal Triangle.

In August 1984, the government held elections for the (coloured) House of Representatives and the (Indian) House of Delegates, but people organised massive boycotts under the banner of the UDF. Countrywide, fewer than 10% of the Indians and coloureds eligible to vote actually cast a vote.

In the "black" areas, resistance grew against the black local authorities. In the townships of the Vaal Triangle, meetings, protests and marches were organised and demands made through the month of August. Then on September 3, 1984, police opened fire on a march called by the UDF-linked Vaal Civics Association to protest higher rents and rates. People fought back. Violence spread across the Witwatersrand.

The road to Bloody Monday

Before 1984, the apartheid government thought that the black local authorities in the Vaal townships were the "most successful in the country".

The Lekoa Town Council was elected in November 1983, to become the first "elected" black town council in the country. Only 14.7% of the people who could vote actually did vote. (This was well above the national average of people voting for black local authorities.) Moreover, the Vaal local authorities had for years managed to make a profit – which they did by raising the costs of rents for township houses from an average of R11,87 per month in 1977 to R62,56 per month in 1984. (In 1984, this was R10 per month higher than any other township in the country.)

In late July 1984 the Lekoa Town Council announced a new rent increase.

A UDF affiliate called the Vaal Civic Association (VCA) mobilised opposition to the rent increase. The VCA had been launched in October 1983, to oppose the November 1983 black local authorities elections.

When rent increases were announced in July, the VCA organised an anti-rent campaign. It issued press statements against the increase, distributed pamphlets, and held meetings in all the affected areas: Boipatong, Sebokeng, Evaton, Small Farms, Sharpeville, and Bophelong.

The Sebokeng gathering decided to meet on Monday September 3 at the Roman Catholic Church in Small Farms. From there, people would march to the administration offices to express their dissatisfaction.

The Anti-Rent Committee held meetings at the Sharpeville Anglican church every Sunday between August 12 and September 2.

The council refused to listen, and would not stop the rent increase. Instead the council warned the church leaders in the Vaal that the black local authority would take away their churches' "site permit" if they continued to hold political meetings in church builidings (the town council issued permits to allow a church to meet on a township plot).

On August 29, hundreds of Bophelong residents met with the community councillors. The council members were armed: the "council mayor", Mahlatsi, and the "deputy mayor", Dlamini, carried two guns each.

Angry residents demanded that the mayor answer their questions about the rent increase and a new deposit for electricity. But the police switched off the hall lights, escorted the councillors out of the building, and then fired teargas at the residents in the hall.

Later that night police shot at youths in Bophelong. Violence between residents and police continued over the next week. Then, on the night of September 2, three youths were killed.

On September 3, police stopped marchers from Sharpeville and Boipatong from leaving for Sebokeng, killing several marchers.

In Sharpeville, protesters attacked and killed the deputy mayor, Dlamini.

Police also attacked people in a march from Small Farms, in Evaton. More violence erupted in Sebokeng and Evaton. Many protesters were killed; and the crowd in turn killed two Lekoa councillors and one Evaton councillor.

The government was later to charge a number of UDF and community activists for this violence, in the Delmas Treason Trial.

The violence continued, and spread. People attacked the Vaal Administration buildings, beerhalls, and homes and businesses belonging to councillors and police. Police shot, wounded, and killed countless people. They arrested thousands of residents. Police also went to the Vaal hospitals, arresting people who came for treatment for bullet wounds. Others who were shot or injured in the unrest did not go to hospital. In the next five days more than 40 people died: police killed over 90% of these.

After September 3, almost all of those associated with organising the rent protest were arrested or went into hiding away from the Vaal.

Black Christmas: no reason to celebrate

Across the Transvaal, the UDF and its affiliates called on people not to celebrate Christmas. Popo Molefe, the general secretary of the UDF, asked people to call for the Black Christmas period to last from December 16 to 26.

Consumer boycotts in 1985: organising resistance

The consumer boycott call came out of community organisations and grew in 1985, spearheaded by the UDF and affiliated organisations. These put forward explicitly political national demands: lifting the State of Emergency, removing police and army from townships, and the release of all political prisoners and detainees.

The boycotts took the form of not buying from mainly white-owned shops, and shops owned by black collaborators with the apartheid regime.

In some cases, these were supplemented by local demands such as those for democratic student representative councils and demands aimed at local government. COSATU added a national demand for political rights for all.

The boycott began piecemeal in a number of small Cape towns. It grew in Port Elizabeth by mid-July, then spread through the rest of the Eastern Cape, and to the Western Cape, the Transvaal, and Natal.

A report on the consumer boycotts in *Work in Progress* in 1985 states:

"The first major urban focus of consumer boycott action, Port Elizabeth, has seen almost total community support for the campaign since it began on 14 July …

"Initiative for the boycott came in early July from a group of township women, which grew from an initial 150 to 700. A number were members of the Port Elizabeth Black Civic Organisation (Pebco), and the Port Elizabeth Youth Congress (Peyco), but many were unaligned. They were angry about police brutality, the State of Emergency, township conditions, and the infighting between the UDF and AZAPO. The community's energy should be directed at the oppressors, they said.

"Local community activists and leaders were hesitant about taking boycott action, and this was debated thoroughly … community organisers felt they could not ignore spontaneous action from their constituents. But they had to ensure it took a constructive political direction, and that organisational strength and depth were improved in the process.

"The UDF and its affiliates took the lead in discussing tactics and calling the boycott … The 'conglomeration of township organisations' which initially made up the Consumer Boycott Committee were the UDF, Pebco, Peyco, Cosas (until it was banned), the Eastern Province Dance Association, various organisations from Port Elizabeth's northern areas, and the UDF-affiliated Motor Assemblers and Components Workers' Union of South Africa (Macwusa) and the General Workers' Union of SA (Gwusa).

"The group of women was eager to begin the boycott immediately, and there appeared to be fairly widespread support for it. UDF leaders argued that the boycott had to be well publicized, the community mobilised around the call, and clear demands and strategies set out …

"Derrick Swartz, local UDF general secretary, explained: 'Because we had won the support of the community in the past, many sports bodies, church organisations and community bodies joined the committee. Rank-and-file workers also appeared to give full support.' But, he added, the disappearance of Pebco leadership, detentions, and the organisational demands of the Goniwe funeral meant that remaining leadership was stretched very thin.

"Spreading the word about the boycott was fairly easy, according to Swartz. It was discussed and publicised mainly at funerals, which were often attended by up to 60 000 people, and at mass meetings."

1. **HOUSING IN SOWETO.**

   1.1 Origins of Soweto.

   Like Johannesburg, Soweto owes its origins to the discovery of gold in 1886. Within 4 years of the discovery on Langlaagte farm, Johannesburg had grown to be the second largest town in South Africa, housing both fortune-seeking gold diggers from around the world, as well as many black labourers from the countryside. Some 60000 black labourers were employed on the mines by the beginning of the 20th Century.

   Living conditions in the various camps that sprang up were appalling. People of all races lived together at that stage and the white authorities expressed concern at that early stage. It was no surprise when bubonic plague broke out in "coolietown" in present day Kliptown in central Johannesburg in 1904.

   The council and the government lost no time in clearing the slum and implementing a segregated housing policy. Indians, coloured and black people were to be moved to Alexandra township (only implemented in 1912) where as black people only were moved in 1905 to a new African township called Klipspruit some 13 kms from Johannesburg in the heart of present day Soweto.

   From this time no African was permitted to live in the city excepting for domestic workers living in their employers yards. From this time too, until 1994 it is necessary to study black housing and in fact all housing in South Africa in the context of legislated segregation in terms of a persons race.

   Conditions in Klipspruit were in fact worse than in the slums. Accommodation was provided in municipal provided V-shaped huts made of corrugated iron. The relocation to Klipspruit was resisted by workers and employers alike, and the council eventually gave permission for employers to house their workers in compounds on the premises of factories and mines.

   The Native Urban Areas Act of 1923 under the Smuts government was an attempt to regulate the influx of people into the cities- "the Native should only be allowed to enter urban areas…when he is willing to administer to the white mans needs, and should depart from them when he ceases to so minister…". But it was impossible to police this law.

   Many people continued to live in the slums, in 1940 it was estimated that the number resident in compounds was 27,000 and the number in slums at 40,000, and the need for government housing grew.

   1.2 Next Phase-the establishment of Orlando Township.

   With the increase in the Gold price in 1932 and the influx of destitute white farmers into the city, the opportunity arose to build a new African township in the centre of modern Soweto and Orlando was born.

   The City Council bought land in Klipspruit Ext 8 and organised a massive competition to design "the biggest and finest township in the Union of South Africa".

   The first houses were completed in October 1931, and were offered on a rental basis. The township was named after the first Chairman of the Native Affairs Committee, Councillor Edwin Orlando Leake. The two or three bed-roomed houses were identical, packed together and cheaply built and the term "matchbox houses' was used by the residents. Sewage was on a bucket system and the area was not electrified. Other community facilities were also poor, with a lack of parks, sports facilities and few schools. Distance from work opportunities caused many people to resist the move. The township clearly differed from the image of "paradise" painted by the Council.

1.3 The Second World War and the rapid development of Johannesburg.

The rapid industrialisation of Johannesburg and other cities in order to meet the needs of the war effort resulted in dramatic changes. Influx control was relaxed in order to allow black workers into the cities. The essentially migrant nature of the workforce changed and more families moved in. The demand for housing increased considerably but at the same time the government was not building houses, claiming to be concentrating on the war. Families moved in to the houses of friends and family members resulting in gross overcrowding. Walter Sisulu recalled "Take my own house, a two-roomed house. I had relatives who came to stay with me. My uncle and his family came to stay with me, and my cousins also came to stay with me."

The council had to condone the presence of lodgers. The overcrowded conditions impacted severely on privacy and family relations became strained, the typical communal spirit that prevailed in the township gave way to bitterness and resentment between the established urban folk and the new arrivals.

The pressures that had built up, opened the way for Soweto's Messiah James Sofasonke Mpanza a controversial character from Natal with a history of murder and subsequent conversion to Christianity, to establish a substantial following in the area. He campaigned for new housing for the thousands of homeless. This brought him into inevitable conflict with the authorities.

On 20 March 1944, perched on a horse, he led a band of sub tenants from Orlando on a 20th Century exodus across the river to Orlando West where they took possession of land and erected shacks, perhaps the first organised land invasion.

The area became known as "Masakeng" after the sacking material used to construct the houses. Mpanza controlled all aspects of the squatter camp and collected rent.

The council met the challenge by erecting temporary shelters made out of ash, sand and cement with asbestos roofs. A minimum fee was charged to cover basic services, and as this was less than that charged by Mpanza and his power base started to crumble. The council started to take the housing situation more seriously and started to build houses in Orlando West. Mpanza however organised for another group of sub-tenants to forcibly occupy the half completed houses. Evictions followed but other land was occupied by the squatters. Eventually the council was forced to concede and opened up emergency camps at Central Western Jabavu and Moroka. Conditions were only marginally better than the squatter camps and the situation deteriorated. Access to the official camps was limited to men who were employed in Johannesburg and with families.

Mpanza formed the Sofasonke party.

Housing privatised.

Once again Sowetans were able to own their own houses. The system was aimed at the middle-class who were formally employed and who could afford mortgage loans from building societies and banks. New areas such as Diepkloof Extension, Orlando West, the Proteas and Selection Park, were opened up for private development and developers moved in to develop "plot 'n plan" schemes where by land was serviced and sold under leasehold to applicants and a house was built from a selection of plans. Some people bought their own serviced land and obtained their own builder to build a specially designed house. The former method was the most frequently used. Diepkloof Ext. became the elite area of Soweto with houses costing up to R100,000 being common.

Other more modest houses were built in other areas. "Infill" areas that had been earmarked for schools or other facilities were rezoned for residential purposes and allocated to developers, mainly

white, for development.

The target market was people employed in the public service such as police, teachers and nurses, people in good paying private-sector jobs as well as self-employed and professional people. The public sector employees were particularly targeted by developers because black civil servants were also now able to take advantage of government guarantees and housing subsidies in terms of the state employees housing scheme which had previously been available only to white, coloured and Asian staff.

Later on the government introduced a first time homeowners subsidy scheme for people buying homes for the first time who were not in receipt of an employee housing subsidy, thus stimulating demand and affordability in the private sector. Up to a third of the interest was subsidised with the subsidy phasing out over 7 years.

Development under 99-year leasehold took off in the early 80's, funded initially by the building societies and later in the decade by banks. At the same time no housing was planned for the poorer classes who could not access bank or building society loans.

In the mid 80's the government tried to get rid of the rental housing stock owned by the local councils by offering tenants the opportunity of buying their houses under the 99-year leasehold scheme. Prices ranged between R2500 and R5500. Some residents took advantage of this offer but most could not afford to raise the capital.

Some developers moved in and took advantage of the sale offer and marketed packages which included building society loans to cover both the house purchase and the construction of home extensions and back yard rooms called "two rooms and a garage" or 2x1's. The purpose of the outside rooms was usually to accommodate private tenants whose rent would be sufficient to pay the monthly loan to the building society. This scheme then opened up private rental accommodation on a formal basis rather than the backyard shacks that had been used before. In many cases this worked very well and served a useful purpose. However later on, a large number of the these loans were defaulted on due to the owner's replacing the paying tenants with family members, usually adult daughters and their children, who moved back home due to loss of employment and domestic problems. Cases studies have identified up to 14 family members of three or even four generations living on one property and surviving on one or two old-age pensions only.

In the mid to late 80's banks and building societies started lending on some scale on new houses developed by developers operating under the 99-year leasehold scheme, in new townships such as Protea Glen, and "in-fill" areas in the older townships. A number of "fly-by-night" developers and builders moved in to the market in addition to legitimate and responsible developers. It has also been argued that competition for high value lending in the "suburban" market, from banks coming into the mortgage market for the first time on scale and taking away market share, caused the established building societies to go for lesser value, more risky lending in the townships. In any event the bulk of township lending including in Soweto was done mainly by the building societies. (These building societies have all disappeared and most were incorporated into one or other of the banks by the early 90's.)

The South African Housing Trust was formed by the government to build and finance housing where the banks and private developers were not operating, mainly down market.

In the initial years, the performance of the building societies lending book in the townships were good and equalled that in the suburbs. However from the late 80's into the 90's the environment changed dramatically. As South Africa entered into the political transition phase, the economy went into recession and the environment became unstable at the same time. There were instances of boycotts of loans in some areas mainly due to unhappiness with the physical product, but these were relatively rare. However thousands of workers lost their jobs as companies went out of business or were forced to retrench workers as businesses shrank their production.

Defaults on mortgages increased in tempo dramatically and banks started to re-possess on scale. This is when the unstable environment and political climate worsened the banks woes. Communities

rallied around their neighbours who were faced with eviction as banks sought to get vacant possession, and prevented the sheriff of the courts from carrying through with the process.

<div align="center">**CHAPTER THREE**</div>

MOVING TOWARDS A UNITARY CIVIC STRUCTURE

All civic association at local level started talking about formation of a unitary structure. Most of the communities formed Civic Associations with a purpose of lobbying for reform and to protect communities from outside interference. In the early 1990's the Civic Associations in the Southern Transvaal region came together to launch a regional structure known as Civic Association of the Southern Transvaal (CAST).Elected leadership included Khabisi Mosunkutu, Moses Mayekiso, Nomvula Mokonyane, Richard Mdakane, and the office was managed by the late Sam Ntuli elected as the Secretary and Sthembiso Radebe elected as an Organiser.

CAST spearheaded the formation of a national structure. A committee known as National Interim Civics Committee [NICC] was set up to speedy the process. The UDF ceasing its operations handed their National office to NICC National Secretary Sthembiso Radebe who occupied the offices in Braamfontein coordinating NICC work till the launch of SANCO.

The South African National Civic Organisation (SANCO) was founded in 1992 as an umbrella body for the 3 000 odd civic associations which then existed in South Africa. SANCO is the country's largest unified community based organisation. Its members represent households totalling about six million people from all walks of life.

SANCO plays a vital role in the communication between the different levels of Government and of civil society. This involves both the delivery process and accountability from both directions.

Because of its grass roots support base SANCO is in an ideal position to harness individual and community capacities to assist the authorities and other agencies to successfully implement reconstruction and environmental programmes. Appropriate and innovative strategies and policies often emanate from communities and in any case have to be developed in conjunction with those who are to be affected.

<div align="center">**CHAPTER FOUR:**</div>

SANCO BASIC OFFICE BEARERS FUNCTIONS

SPECIFIC DUTIES OF OFFICE BEARERS

1. THE CHAIRPERSON
    (i)   The head and Chief Commander of the organisation.
    (ii)   The Chief Directing Officer of the organisation

(iii)   Make pronouncement for and on behalf of BEC, outlining and explaining the policy of SANCO on any question, provided that this is done within the values and principles of SANCO

(iv)   Accountable to the BEC for its activities and meetings

(v)   Presides over all meetings

(vi)   Represent the Branch in meetings with other organisations or community

(vii)   One of signatories of branch's bank accounts

(viii)   Responsible for presenting the comprehensive statement of the state of the Branch and political situation

(ix)   Strategize, Plan and monitor the progress of the Branch

(x)   Draft the Agenda and convene meetings with the Secretary

(xi)   Together with the treasurer, take responsibility for branch money

(xii)   Interact with other organisations

2. DEPUTY CHAIRPERSON

The Deputy Chairperson shall over and above deputising the chair be responsible for the following:

(i)   Always assist the Chairperson in all organisational matters

(ii) Be the mastermind of Policies, principles and values of the organisation

(iii) Always act as a Chairperson during the absence or in case deployed to that position

3. THE SECRETARY

(i)   Is the Chief Administrator

(ii)   Responsible for all correspondence

(iii)   Co-ordinate meetings and be responsible for distribution of minutes

(iv)   With the Chairperson, draft the Agenda and convene meetings

(v)   Attend all meetings and take and keep minutes

(vi)   Present and submit to the BBGM/BGM an assessment and evaluation report on the performance of the Branch

(vii)   Sends out meeting invitations / circulars

(viii)   Deals with correspondence and responds to invitations

(ix)   Write branch reports and receives information from REC and PEC

(x)   Assists the chair to interact with other organisations and the Community

(xi)   Remind people of their tasks between meetings

(xii)   Respond to member's queries and needs

(xiii)   Represents SANCO on Alliance Forum

3. A: How to Write Minutes

1.   Use the Agenda as the "backbone" of the minutes: Minutes are a record of decisions made at a meeting, with just enough information on the discussion to give an idea of how they were made. You do not have to record every comment that was made, every proposal and counter proposal. Use the Agenda heading s as your "table of contents" and make notes next to them, on a separate but attached page, if necessary.

2.   Listen carefully and take notes sparingly. Write in point form, just noting key words. Don't write essays. Listen for the trend in discussion and try to identify the majority opinion. Don't be so busy

writing that you miss points. If it is not clear to you what has been decided, don't be afraid to interrupt, remember, to write in your minutes, **who** have been delegated to do **what and when**.

3.   **Who – What – When**. Number your minutes to match up with the numbering on the agenda. Put an action column on the right hand side and put the names of the people who take action in this column. State in your minutes what has to be done, and by when it must be reported on, or completed.

4.   Write in simple language, use short words and short sentences, so that your minutes will be easily understood.

4. DEPUTY SECRETARY

The Deputy Secretary shall over and above deputising the Secretary be responsible for the following:

- (i)   Always act on behalf of the Secretary in his/her absence
- (ii) Be in charge of the HOD programmes and functions
- (iii) Coordinate and collect HOD reports
- (iv) Be a supervisor, motivator and advisor of the HOD as they will be reporting to her/him

5. THE TREASURER
- (i)   Responsible for all aspects related to the financial affairs of the Branch.
- (ii)   Co-ordinate fund-raising and efforts.
- (iii) Maintain proper books of accounts and monitor bank accounts of the Branch.
- (iv)   Submit regular written reports regarding the financial position of the Branch.
- (v)   Submit to the BBGM/BGM the independently audited financial statement.
- (vi)   Chief custodian of property and funds of the Branch.

6. THE ORGANISER
- (i)   Is the head of Recruitment drive of the Branch
- (ii)   Is responsible to make sure that the organisation is alive and growing
- (iii)   Ensure membership systems are in place.
- (iv)   Oversee the distribution of membership cards.
- (v)   Ensure safe-keeping of SANCO merchandise and memorabia.
- (vi)   Ensure that membership is renewed.
- (vii)   Ensure that campaigns and Rallies are conducted.
- (viii) Keep and update membership statistics.
- (ix)   Ensure that Structures of the Organisation are properly launched.
- (x)   Working with the Secretary and Treasure book venues and arranges refreshments

SANCO BASIC BRANCH HOD FUNCTOINS

1.HOD-Health and Social Development

- Deal with everything concerned with Health and Welfare.
- Make sure that people live in healthy and safe environment.

- Encourage people to test for HIV/ Aids TB and contagious diseases.
- Encourage people to take treatment for the above disease.
- Encourage people to take children to clinics/hospitals for immunization.
- Help people to apply for social Grants.
- Encourage people to plant food gardens and establish soup kitchens.

- Attend and report in writing all health welfare related meetings/campaigns.
- Organise campaigns around.
- Health issues HIV Aids, Social Welfare issues-(social grants-acquisition of ID's, Birth certificate etc).
- Be part of local health and welfare institutions.
- Report in writing to BEC, BGC and regional HOD about the Departments activities.

2. HOD- Essential Services

- Deal with essential services i.e. electricity, water, roads, transport, sanitation etc.
- Liase with relevant authorities should there be problems with those services.
- Make sure that people get the above services.
- Negotiate for reasonable fees and courage those who have means to pay for services.
- Attend and report in writing all meetings and campaigns.
- Organize campaigns and programmes around the following: water, electricity, roads, transport, communication, and sanitation and refuse removal.
- Develop policies ensuring affordable quality service delivery.
- Assist to identify and encourage communities, which can afford to pay for the services to do so (payment of Masakhane).
- Report in writing to BEC, BGC and Regional HOD.

3.HOD- Education and Training

- Responsible for Governance and Political education
- Must understand politics and different political ideologies and governance issues.
- Fully understand the constitution and be able to decipher it.
- Responsible for training and supply of labour should there be projects.
- Must have data-base of unemployed people.
- Encourage people to further their studies.
- Liase with prospective employers.
- Take part in all employment decisions in the community.
- Deal with all Human Resources issues.
- Responsible for general education and related issues.
  - Report in writing all activities and meetings of the department to BEC, BGC and Regional HOD.
  - Develop youth programmes and empower youth projects.
  - Strengthen women and form partnership with progressive women organization.
  - Promote unity amongst women.

- Ensure the commitment to be part of the effort to improve the quality of life of the disable.
- Ensure that infrastructure is in place to accommodate the needs of the disable people.
- Engage with all roles players in education in order to transform it completely.
- Be able to understand South African School's Act. Employment Equity Act, the Public Service Act and all regulations and laws in education.
- Encourage literacy and promote a reading nation.
- Combat drug abuse at schools.

4.HOD-Community Safety

- Responsible for safety and security in the community.
- Work with CPF, SAPS and other Security organs.
- Be a leader of the CPF.
- Have contact details of all security and policing organs
- Preside over minor disputes hearing in the community and refer serious crimes to the SAPS.
- In enforcing Safety and Security, should do everything legally and not take law in his/her own hands.
  - Report in writing all activities and meetings of the department to BEC, BGC and Regional HOD.
  - Organise anti-crime campaigns and operation mpimpa.
  - Encourage installation of satellite police station in rural areas and informal settlements.
  - Participate and re-organise the CPF's.

5.HOD-Local Government and Housing

- Deal with issues related to Housing.
- Be involved in Housing projects conducted in his/her ward.
- Encourage and help people to register on the housing-waiting list.
- Help and advise people on title deeds, where and how to get.
  - Ensure that committees live in decent and affordable houses.
  - Help local government to set acceptable minimum housing standards.
  - Assist local government to take full responsibility for the needs especially housing needs of the people.
  - Reporting all activities and meeting of the department to BEC, BGC and Regional HOD.

6.HOD- Economic Development and Tourism

- Responsible for all development in the community.
- Encourage people to organize themselves and from Cooperatives.
- Help with application for Business Licenses.
- Have the information on where and how to apply for Business Licenses.
- Liase with Contracts on behalf of the community.
- Take part in every development in the community.

- Participate in all meetings and activities of the LED and report in writing to the BEC, BGC and Regional HOD.
- There must be clear link between the RDP and LED.
- Organize workshops and seminars to unpack LED and related documents.
- Assist in developing skills of the community.
- Work with business and NGO's in economic growth of the district.

7.Sports, Arts and Culture

- Responsible for all Sport Codes.
- Organize Sport and cultural events.
- Liase Choral, Cultural, Sport and Youth Clubs.
- Make sure that facilities (hall, grounds, stadium etc) are available and well maintained.
- Responsible for all Recreation and Sport facilities.

8.Environment

- Responsible for anything that has to do with Environment.
- Make sure that Refuse is disposed of in a safe and environment friendly manner
- Encourage people to recycle plastic, paper, metal and all recyclable material to preserve the environment.

9.Agriculture and Rural Development

- Ensure that the land is transferred to farmers who have been preciously disadvantage.
- Enhance the rights of farm workers to live and own land.
- Disadvantage farmers to be financed by the state or commercial banks.
- Organize farmers support programmes.
- Form agricultural committees.
- Encourage farm workers to join trade unions.
- Establish industries in the rural areas.
- Educate farm workers on the constitution of the bill of rights.

NOTE: SOME OF THE ABOVE PORTFOLIOS CAN BE CHANGED ORDIVIDED INTO TWO DEPENDING ON THE SITUATION AND AREA OF THE BEC OPERATION, AS LONG AS THE REGION AND ZONE CAN BE MADE AWARE. BEC CAN ADD PORTFOLIOs THEY DEEM FIT FOR THEIR AREA AND MUNICIPAL FUNCTIONS.

CHAPTER FIVE: ORGANISATIONAL DISCIPLINE

THIS CHAPTER TO BE READ TOGETHER WITH THE CONSTITUTIONAL GUIDELINES.

SANCO Meeting Procedures

(i)   The Chairperson shall chair all meetings, in case of his/her absence, the deputy shall chair.

(ii)   The Chairperson shall decide if the meeting quorates (50+1%) if it doesn't, it will be adjourned and re-convened.

(iii) The Agenda shall be read and adopted.

(iv)   Minutes of the previous meeting should be read and adopted, as true reflection of what was discussed, and resolutions taken.

(v)   No matters other than those on the agenda shall be discussed unless agreed to be discussed on "matters arising".

(vi)   All matters for decision shall be decided on a motion and seconded by show of hands.

(vii) Except in case of elections, a motion shall lapse if there is an equality of votes.

(viii) Each member who wishes to speak shall address the Chairperson.

(ix)   No person shall speak, interrupt, or otherwise take part in a meeting without the permission of the Chairperson.

(x)   The Secretary shall write the minutes, which will be adopted in the next meeting.

The Model Agenda of the BEC Meetings

(i)   Opening and welcome

(ii)   Agenda and Adoption of Agenda

(iii) Apologies

(iv)   Previous Minutes and Adoption of Minutes

(v)   Departmental Reports

(vi)   Discussion/General

(vii) Correspondence and Announcements

(viii) Closure

Conduct of BEC Members (Do's and Don'ts)

Members should not:

(i)   get involved in cliques, factions and conflict

(ii)   attend meetings when drunk

(iii) misuse the funds of the organization

(iv)   make false promises and tell lies

(v)   miss important events without reason or apology

(vi)   discourage any member from doing something good in the organization

(vii) divide the organization

Members of The BEC Should:

(i)   combat propaganda detrimental to the interests of SANCO;

(ii)   take all necessary steps to understand and carry out the programmes, aims and policies of SANCO (constitution, chapter 25 (a) to (i))

(iii) observe discipline, behave honestly and carry out decisions of higher structures;

(iv)   fight against all forms of discrimination;

(v)   Deepen understanding of Social, Economical or Cultural status of the Community and Country as a whole.

(vi)   Be able to explain aims and objectives of SANCO to the people.

(vii) Be of clean and sober habits.

(viii)   Be prepared to fight for, and defend the rights of the people as enshrined in the Constitution.

CHAPTER SIX: SANCO STRUCTURES ELECTION PROCEDURE

STRUCTURES ELECTIONS REGULATIONS AT CONFERENCES

REQUIREMENTS BEFORE STARTING THE PROCESS

➢ Proof of total membership in good standing, branches, zones, regions or provinces in good standing
➢ Presence of 50+1% in the Conference
➢ Attendance register signed by all present
➢ Apologies in writing and where possible stating availability to be nominated
➢ Each delegate to have and produce valid membership card

A) ELECTIONS

1. Elections shall be conducted as per Clause **Twenty two (22)** of the SANCO Constitution.

2. Every official delegate above the age of 18 shall have voting powers.

3. NO delegates can participate or be voted for if not a paid up member of SANCO.

4. Election are conducted in the conference as agreed upon by the

a) Higher structure of organ as stipulated by the constitution.

b) Previous or preparatory meeting of a constitution structures for, PEC, NEC, REC and BEC

5. The Presiding Officer will act in accordance to the Constitution on matters of elections

6. Credentials must be confirmed as agreed upon by the previous meeting as per A4 (b) of this document.

B) NOMINATIONS

1. Nominations are opened prior to the conferences as determined by a previous meeting as per A4 (b) of this document.

2. Nominations are closed in the conference after confirmation of the candidates.

3. There can only be three (3) candidates per portfolio

4. Floor nominations can only occur if agreed upon in the previous meeting (as per clause A4 (b) of this document and the formula of secondment agreed upon

5. Every nominee must disclose and the meeting to confirm if they fall under the category as according to **Clause 22.3** of the Constitution.

6. Every delegate and an outgoing executive can be nominated.

7. After the closing of nominations no discussion can be entered into.

8. Nominations must be seconded by another region /branch or zone (in the case of a Provincial/zonal or regional election).

C) VOTING

1. One person one vote per portfolio.

2. Voting shall be conducted under a secret ballot, unless a specific arrangement have being agreed upon in the meeting prior to election which made final preparations and have powers to take such decision.

3. No discussions and canvassing shall be allowed in the voting stations.

4. Assistance will be provided by the presiding officer and her/his staff to any voter requiring assistance.

D) COUNTING

1. Branch/Zone/Regions/ Province Committee in charge of preparations can nominate observes for the counting process

2. All material shall be kept for three months in the offices of higher structure for inspection.

E) IRREGULARITIES

1. Irregularities or objections must be raised before the announcement of results and only to the Presiding Officer.

2. Appeal must be lodged to the higher structure within seven (7) days of the announcement of results.

3. Nonetheless the election results remain valid until the appeal is heard and a decision is reached.

4. The Presiding Officer has to declare and pronounce the election free and fair, this pronouncement and declaration validates the results.

IN CONCLUSSION

WHERE TO AND HOW FROM THESE INDUCTIONS

THESE ARE GUIDELINES TO HELP YOU TO START ON YOUR PROGRAMME.

1. **APPOINT HEAD OF DEPARTMENTS**
2. **RECRUIT MORE MEMBERS**
3. **BUILD STREET COMMITTEES**
4. **SUPPORT THE ANC AND PARTICIPATE IN THE ELECTION STRUCTURES**

SANCO GAUTENG PROVINCE ORGANISERS PROGRAMME

August 2010 to April 2011
PURPOSE:
1.Membership Recruitment drive
2.Building of structures

1.MEMBERSHIP RECRUITMENT DRIVE

- Renewal of lapsed and old membership
- Old white membership be maintained with its number and only be paid for next two years
- Uniformed temporary membership recruitment forms be used while waiting for membership
- Only new recruited members to get new cards
- Payments of new and renewal of membership be paid directly to the Provincial Account

MEMBERSHIP RECRUITMENT DRIVE

- Branch Organizers to be responsible for recruitment in areas and street level
- Branch Organizers collect membership every Friday
- All Branches to report and submit membership with clear data and payment proof to the Regional Organizer fortnightly
- Regional Organizers give the full report on membership drive to the Provincial Organizer monthly[end of each month]

2.BUILDING STREET COMMITTEES

- Each branch to be divided into street and areas
- Each street to have a street committee of SANCO established by the branch
- In each street a committee of six [6] office bearers and nine [9] additional members be established
- Street committees to work for and with the community on their needs and according to the mission and aims and objectives of SANCO

3.AREA COMMITTEES

- Each branch to be divided into areas/sections/blocksfor easy coordination and consultation
- The area committees shall be formed by General Meeting of all street committees in that area
- Area Committee to elect six [6] office bearers and nine [9] additional members
- Their task will be to coordinate street committees, address problems brought to them and report and account to the BEC

4.MEMBERSHIP DATA

- Branches to collect all membership ,register them in the branch spreadsheet data
- Produce a data that will be able to be updated, use excel spreadsheet
- Register name, date joined, expiry date, membership no, ID No, address
- Branches to keep files and records of membership

MEMBERSHIP DATA cont…

- Branches to send data to Zone or Region where there is no zone
- Region or Zone capture data on their excel spreadsheet and be able to update each branch membership and open branch files
- Regions submit membership to Province on a spreadsheet with the following details:
- ❖ Zone name, Branch name, branch status, Total membership, date launched
- ❖ Regions to supply Province with info on total wards in each municipality, organizational wards, launched branches, interim branches, total regional membership

MEMBERSHIP DATA cont…

- Province to capture data from the regions on spreadsheet
- Province to frequently update the data as received from regions