



**Making communities
 look better, feel better
 and work better**



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Making communities look better,
feel better and work better

What is the Kwanda booklet about?

This booklet is about the Kwanda project which was shown on SABC 1 from September to November 2009. It will help anyone who wants to improve the community in which they live. Read this booklet if you want your community to “look better, feel better and work better”.

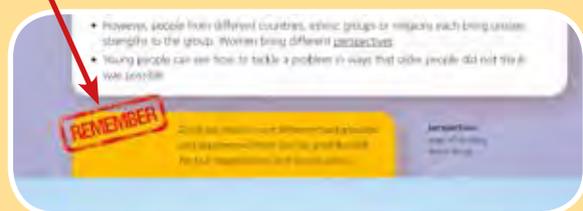
The booklet will help you to understand how to organise people in your community to work together. It will give you some ideas on how to strengthen leadership. It will also give you ideas about activities that you can do in your community around HIV, alcohol abuse, violence and crime.

As you read through the booklet, you will learn about the Kwanda Learning Camp, the different styles of leadership in an organisation, and how to start up and run an enterprise. There is also a section on the different social themes that the Kwanda Teams worked on in their communities.

How to use the booklet

Some of the terms or words may be difficult to understand. These are underlined and explained on the page.

There are coloured blocks that highlight important information:



There are also case studies that show you how the Kwanda Team took action in the community.



This booklet will help
your community to
“look better, feel better
and work better”.



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SECTION 1

Kwanda and
understanding
leadership

Kwanda – what’s it all about?

What would happen if hundreds of volunteers all over the country, from the Eastern Cape to Limpopo, began working together to try to make a better life for themselves? What difference could they make? Could they make sure that children do not go hungry? Could they reduce violent crime that causes so much pain and damage in our lives? Could they make their communities “look better, feel better, work better”?

In 2009, volunteers were recruited from five communities across South Africa. They came together for a four-week “Learning Camp”. The Teams took the skills they learnt in the Learning Camp back to their communities. Then they were filmed for four months as they worked together on some of the biggest challenges their communities face. They continued to work together with their communities after the cameras left.

Where did the Kwanda Teams come from?

- Kwakwatsi, near Sasolburg, Free State
- Pefferville, near East London, Eastern Cape
- Tjakastad, near Barberton, Mpumalanga
- Lephephane, near Tzaneen, Limpopo
- uMthwalume, near Port Shepstone, KwaZulu-Natal

The name **Kwanda** comes from the Nguni word, **ukwanda**. It means to grow or to develop. This name was chosen by community members when Soul City was developing the programme. They told us that the project helped them to grow and to develop themselves.

Kwanda: to grow and to develop
through addressing challenges
in the community.



What are some of the issues?

Some of the issues the Kwanda Teams work on are:

- reducing new HIV infections
- helping orphans and vulnerable children
- reducing alcohol abuse and alcohol-related violence
- reducing crime
- making money, creating job opportunities and strengthening livelihoods
- working together with local councillors and local municipalities

We want to help as many people as possible to take community action across South Africa.

- This **Kwanda booklet** has been written about the experiences and initiatives of the Kwanda Teams.
- A **Kwanda TV series** has also been produced. This has been done to show the viewers that “you can transform your community”. It is hoped that it will help many people to take action in their communities.

Kwanda is about people getting together to work on issues in the community. Many questions were asked when recruiting people from communities to be part of Kwanda. Some of the questions were:

- Are you a member of any group?
- Is there an issue that you and other members of your group would like to sort out?
- Do you want your community to “look better, feel better and work better”?

These questions may help you in choosing people to become a **team** to work in your community. Then you can all work on a **goal** that you have decided together will make your community “look better, feel better, work better”.

Shebeens: an example of a community goal

Your group will decide on a community goal. As an example, let’s take the issue of shebeens and the time of closing. Your group agrees that you want to make sure that shebeens in your community close at a certain hour.

- Once your goal is clear, you can start thinking how you want to deal with the issue.
- You may start by involving as many people in your community as possible.
- You also need to involve interested groups.

vulnerable

at risk; in danger

livelihoods

your work that brings the money you need

initiatives

new projects and plans

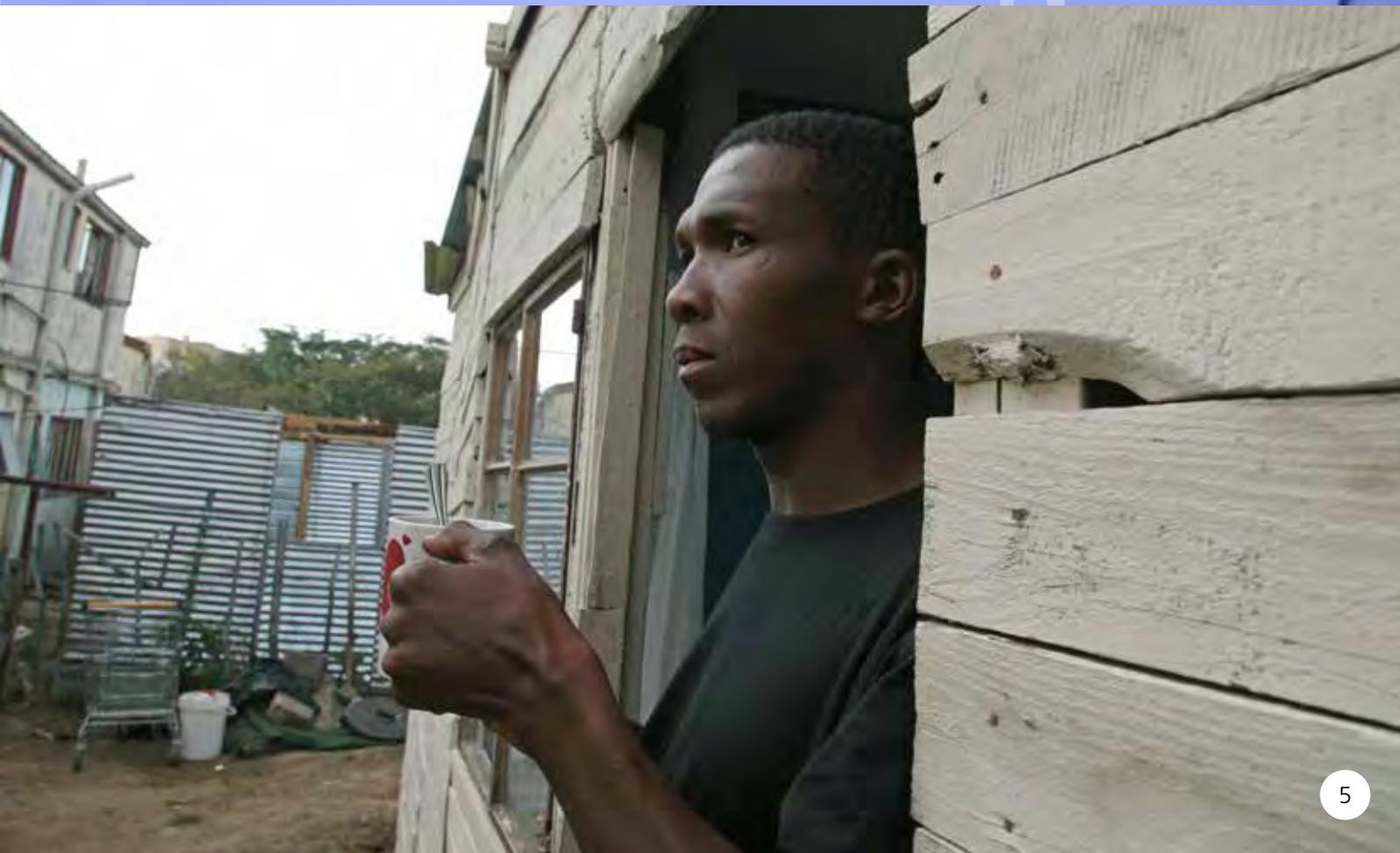
transform

improve; change for the better

- Before you start your project, you need to find out as much information as you can. For example, you may want to find out what the by-laws in your community say about running a shebeen.
- Once you have done this, you can plan your activities and the steps that you are going to follow to reach your goal.
- Your first activity could be to meet with all shebeen owners to discuss your concerns with them. You will need to:
 - plan how you will meet with the owners
 - choose responsible people to do this
 - follow up to find out how successful the meeting was

You may need to change some activities slightly. This will depend on how successful your previous ones have been. You must remember that all your activities should be within the law!

Make a difference in your community so that it can “look better, feel better and work better”.



Understanding what a Learning Camp is all about

It was decided that the best way to start the Kwanda ideas and goals was to arrange a Learning Camp for the volunteers. A Learning Camp is a place where people who want to change their community go to learn and to share ideas. An important idea at the Learning Camp was that people “learn by doing”. So right from the very beginning the teams had to start taking charge of how the Learning Camp was organised. The Kwanda Learning Camp in March 2009 gave an opportunity for the volunteers to do these things:

- To find out ways to form an enterprise.
- To find out about how to enter into a contract. Then with help from the coaching crew, how to find ways to work out the contracts at market rates.
- To find out what the most important problems in a community are and ways to sort them out.
- To decide what sort of community work needs to be done. For example: tackling social challenges, building, agriculture, catering, running a crèche, landscaping, etc.
- To make use of the opportunities in the community.
- To learn ways to look after tools and equipment – everything that is needed to earn a living.
- To learn how to work in teams, including the following:
 - offering helpful criticism to each other when necessary
 - planning work properly
 - carrying out critical reflection on the work done so as to improve it
 - preparing and running meetings

If you want your community to get organised to make a difference, these are all things your Team will need to think about. You can read more about these in this booklet.

enterprise

project; organised activity

critical reflection

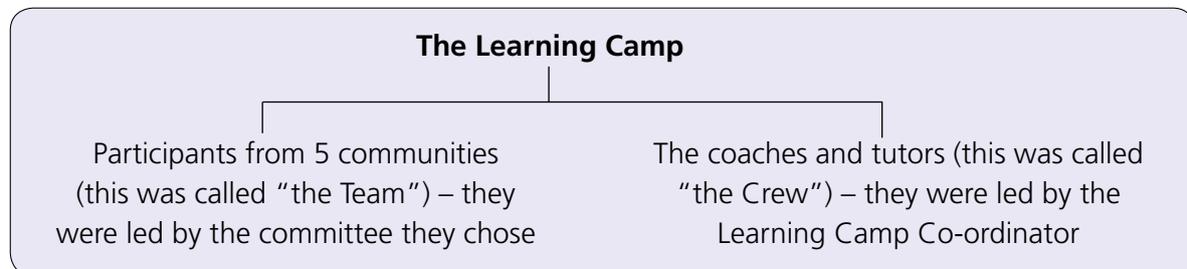
looking at and evaluating something in a very careful way

Leadership at the Kwanda Learning Camp

- Anyone who has **courage and faith** in herself/himself and the group can play a leadership role.
- You can learn ways for yourself and others to grow as leaders.

Leadership plays a very important part in the success or failure of every organisation. At the Kwanda Learning Camp we had many different types of leaders and models of leadership. Many were positive and of course some were negative.

At the Camp, we tried to show that individual leadership is not as effective as working in a team. If the team can work well together, then it is possible for a very complex programme to run well.



Learning Camp Co-ordinator

Coach Gavin says:

“ My role and task was to co-ordinate the work of the Crew. At the opening ceremony, I explained what the rules of the Learning Camp were, and how it would work. I said that the committee of the participants’ enterprise needed to report to the members regularly. The Crew needed to communicate with the enterprise through its representatives or through a General Meeting. ”





The Crew

Coach Lebo says:

“ The Crew was chosen because of their knowledge and skills. All members of the Crew worked together to support and guide the day-to-day activities of the Team. For the Crew to work effectively, Coach Gavin understood that he was part of the Crew. Helping each other out is what counts. He handed out tasks and then stepped back and allowed the Crew to carry out the tasks without being too “hands on”. The Crew was divided into three groups: Technical, Learning and Operations. ”



The **Kwanda Learning Camp** was a very complex organisation to lead, but it was made much easier because the tasks were shared. If you want to organise a successful team, you will need to be able to share the leadership tasks. For this to happen, your Team will need different leadership styles and skills.

We are all learning about leadership in the different organisations we belong to, such as church groups and community policing forums. Even if you can't go to a Learning Camp, what the Kwanda Teams learnt will help you to get your Team to be well organised.

hands on

getting involved;
taking control of a
situation

democratic

where everyone has
a say and can vote

direct

guide; lead

The Team

The first committee and chairperson

At the Learning Camp the Team decided that it was best to elect a committee to be in charge of their affairs. They elected their leaders in a democratic manner on the basis of their knowledge and skills. As was expected of him by the Team, the Chairperson immediately took on the role of the “Big Leader” – the type we are all used to in our organisations in the community and in government. The Team felt they had done the best thing for the group.

However, it did not work out. Chief Pitso from Kwakwatsi talked about this afterwards:

Chief Pitso said:

“

As a committee we spent a lot of time in meetings and often found that the Chairperson decided things for the Team and pushed them through. When we met with the Crew, the Chairperson did most of the talking. Very soon he was telling the rest of the committee and the Team what to do.

”

“We were not surprised by the result. This was because when the committee met with the rest of the Team, it seemed that this was not to consult or explain to them, but to direct them. One example is mentioned by Evans on the next page.”





Evans said:



Instead of being guided by the Team about a name for the enterprise, the Chairperson decided that the name would be the “National Provincial Federation Movement”. However, the Crew asked the committee to consult the members and see what name they would like.



“When we as the Team were able to discuss and vote for a name for our enterprise, we had a different idea. The Team chose “Sakha Ikusasa Kwanda Project” – a name that had meaning and worked well with our goal of building something for the future.

After ten days, there was a big problem when the catering group failed to prepare meals for the Team. It turned out that there was no money to buy food, and the committee was accused of not managing the funds of the Team properly. Team members were very angry – and very hungry. Instead of having the support of his followers, the Chairperson and his committee had an unhappy group who wanted him to resign.”

REMEMBER

There is always a danger of making a group angry if leaders think they are the most important people and make decisions alone. It also causes trouble if leaders treat groups like children.

Every leader who is isolated and expected to make all decisions for the group will eventually make very big mistakes and get rejected.

It is vital to share leadership and draw on the skills of everyone in a committee or workteam.

accountable
responsible; others
can ask you why
you did this

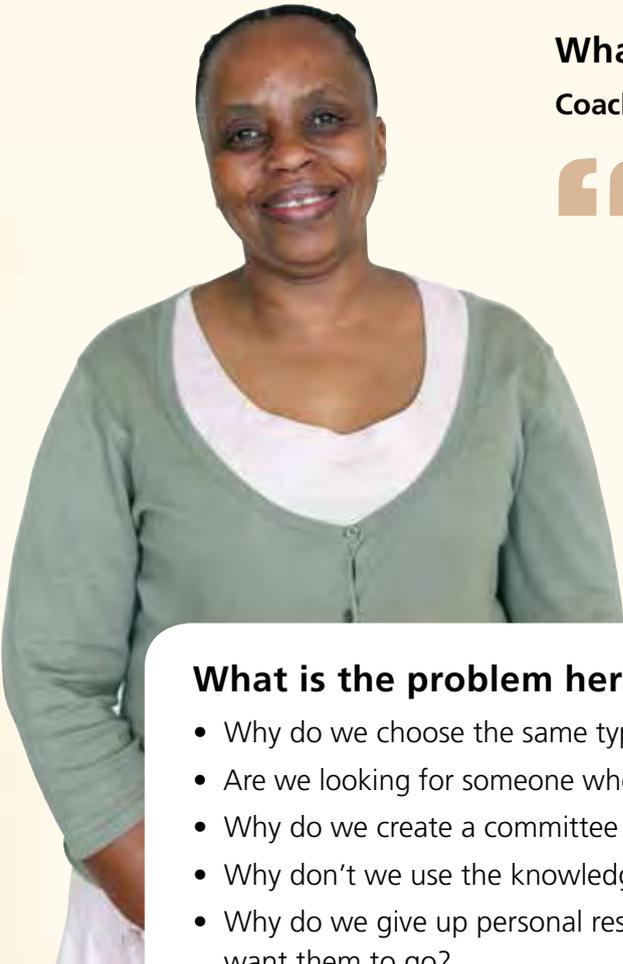
What happened next?

After the first Chairperson resigned, a new committee was elected that brought in representatives of the different workteams. Unfortunately the committee acted in a similar manner as before. They did not bring representatives from the different workteams into the meetings. If they had, they would have had all the information needed to get the job done. What this taught the group was the importance of a “co-ordinating committee” that can speak for each team.

The new Chairperson helped the situation a lot because she was very good at listening and calling on different people. She also divided up the work. This taught the group that leaders can only influence the group positively if the leader:

- is self-aware and mature
- values her/his position
- is accountable
- respects the people she/he is called upon to lead
- encourages contributions from everyone





What can we learn from this?

Coach Thuli says:



As you see, the Team members were often unhappy with the committee's performance. However, these same members continued to allow these people to lead them. This happens in many community organisations and not only with the Kwanda Team.



What is the problem here?

- Why do we choose the same type of leader all the time?
- Are we looking for someone who gives us confidence, and who will take care of things for us?
- Why do we create a committee that we expect will do all the thinking for us?
- Why don't we use the knowledge and skills of the members?
- Why do we give up personal responsibility, but complain when things don't go the way we want them to go?
- Do you think we mistake "leading" with "managing"?

See page 18 in the next section for more information on "Who does what in an enterprise".

confidence

feeling sure and believing in yourself or your organisation

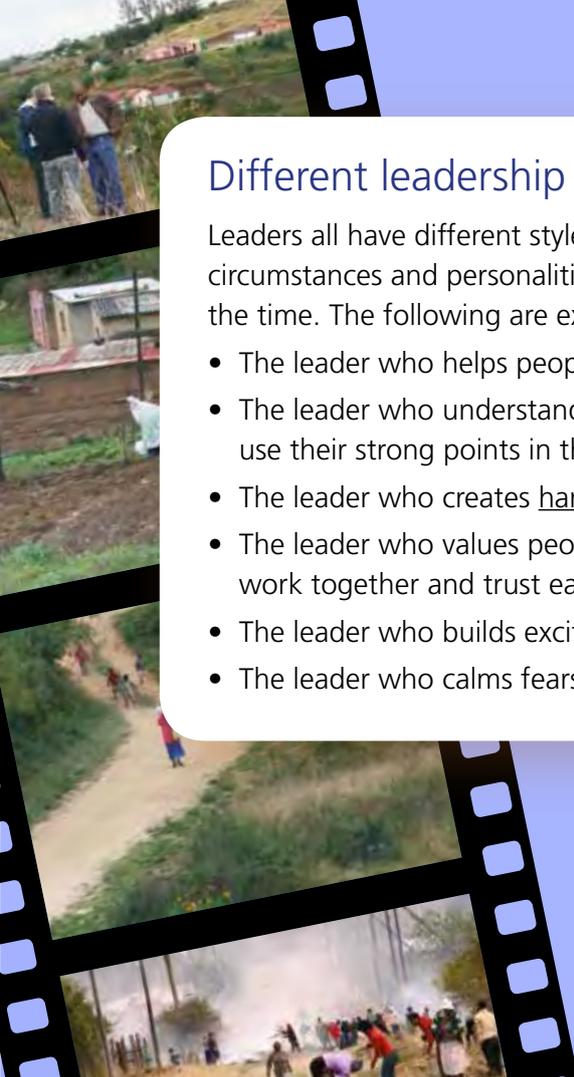
harmony

a situation where you work well together with good feelings

Informal leadership

There were many examples of people who used their leadership skills at the Learning Camp without being elected or being formally chosen. This kind of informal leadership is important for all organisations and communities.

- Two people at the lodges where the Team was staying decided to make sure that the Team's basic needs were met. They made sure that cleaning aids were supplied to all Team members and co-ordinated with various Crew members about this. They also kept careful records, and made sure that cleaning aids were given out fairly.
- Some Team members looked after the spiritual needs of the Team and asked the Crew to find Bibles for them.
- A few others looked after the health and emotional wellbeing of their fellow Team members.



Different leadership styles

Leaders all have different styles of leadership. They change them to fit in with different circumstances and personalities. A leader does not use all the parts of a particular style all the time. The following are examples of different leadership styles:

- The leader who helps people understand and work towards a shared dream.
- The leader who understands people's interests and strong points. He or she helps them to use their strong points in their work in an organisation.
- The leader who creates harmony through helping people understand each other.
- The leader who values people's input and contribution through encouraging people to work together and trust each other.
- The leader who builds excitement by working towards challenging goals.
- The leader who calms fears by giving clear direction in an emergency.

“Leading from Below” – an example of this leadership that worked follows in the case study on page 15.



Good leadership

Although there are different leadership styles, good leaders all carry out the group's vision. They do this by:

- inspiring and encouraging people to take action
- guiding and knowing when to persuade
- always listening carefully and caring for everyone in the group
- encouraging and supporting informal leadership

It is important to create a constructive atmosphere where everyone can give of their best towards achieving the agreed goals.

inspiring

making people excited about something

persuade

to make someone agree to do something

constructive

intended to be useful or helpful

acknowledged

known about and recognised

empowered

given power

Kwakwatsi

The **Ya Rona Kwanda Project** is an example of where “leading from below” worked well. The enterprise has a clear sense of purpose, and members have the same vision about how they want the community to work in the future. This helps the team members to set out roles within the enterprise, and to suggest ways in which Ya Rona Kwanda will work in the wider community.

Each workteam has a Co-ordinator. The Chairperson of the enterprise acts as the overall Co-ordinator, checking that everything is going well. The Food Gardens Team has a Co-ordinator, and there are different Co-ordinators for the Tree-Planting Team and for the Community Park Team. The fundraising group also has a Co-ordinator, and the group appoints a special Co-ordinator for each fundraising event. So there can be 3–4 “Event Co-ordinators” working under the Fundraising Co-ordinator. Enterprises started by Ya Rona Kwanda all have their own Co-ordinators, such as the chicken farm, recycling, silkscreening and sewing.

What this means is that leadership is shared across Ya Rona Kwanda. Within the workteams, each member is able to contribute to the decision-making. They can also help to carry out the Team’s workplan. They feel satisfied because individual contributions are seen and acknowledged. Team members are empowered by this way of working, so Ya Rona Kwanda has been very successful. It has managed to have its plans included in the Integrated Development Plan (IDP) for Kwakwatsi. This means that the whole community benefits from its hard work.

“When the people lead, the leaders will follow.”

– David Korten





SECTION 2

How to run an enterprise

What is an enterprise?

An enterprise is any organised activity run by a group of people.

- A soccer match is an enterprise that lasts 90 minutes.
- Colonialism was an enterprise that lasted more than 300 years.
- When a small-business person starts a bakery, this is also an enterprise.
- Community members who come together to achieve something are forming an enterprise.

What makes up an enterprise?

For an enterprise to be successful, it needs the following parts:

- goals and objectives
- a timeframe
- accounting and measuring of resources
- a social contract
- beneficiaries
- roles and functions
- codes of conduct
- inputs

Setting up an enterprise

For an enterprise to be successful, it needs an agreement about what you are trying to achieve.

- Is the goal to look after children?
- Is the goal to raise money for members?
- Is the goal to provide food for members?

Once the goal is clear to everyone, it makes it much easier to see what to do and how to do it.

Working in teams

When you work as a team of 20–30 people, it is possible to get things done that smaller groups cannot achieve.

- There are people with different knowledge and experience about an issue.
- There are more ideas to draw on.
- It is also easier to build partnerships with local government or business, or other organisations, if there is a team of people who have agreed to work together.

colonialism

control of a weaker country by a stronger one

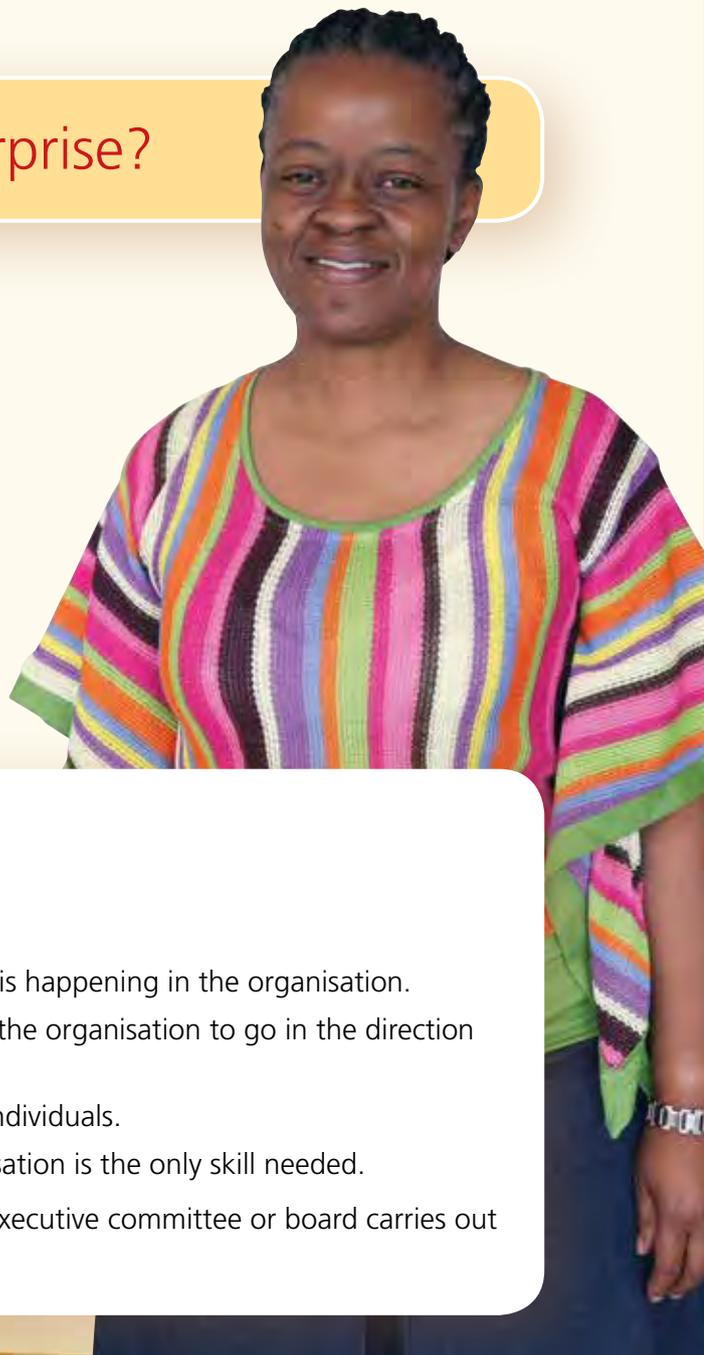
beneficiaries

people who benefit from an organisation

Who does what in an enterprise?

Coach Matebogo says:

“ The members of a community enterprise are those people who come together to form it, or who join it later. The General Meeting of the members is the highest decision-making group of a community enterprise. For an enterprise to succeed, the tasks of leading and managing must be separated. ”



Leadership tasks

The first set of skills needed are the following:

- Keeping the members' best interests in mind.
- Making sure members are aware of everything that is happening in the organisation.
- Making sure they can contribute their ideas to help the organisation to go in the direction they want.
- Making partnerships with other organisations and individuals.
- Sometimes simply speaking on behalf of the organisation is the only skill needed.

These are representative or political roles. An elected executive committee or board carries out this function.



Management tasks (technical positions/work co-ordination)

The second set of skills needed are the following:

- Planning work and giving tasks to those best able to do them.
- Making sure resources are available to carry out the business of the organisation.
- Dealing with problems in the best way possible with the available resources.
- Managing the money of the organisation.
- Keeping accurate accounts and other records of all business deals.

One of the most common mistakes made in community organisations is that the elected representative leadership also manages the work of the organisation.

- This **can** work in a simple organisation, such as a football club or a Parent Teacher Association (PTA). This is where there is only one kind of activity and there is not much money involved. In these organisations it is fine for the **Chairperson** to do basic management tasks and the **Treasurer** to deal with money.
- It **cannot** work in more complex community organisations that do different kinds of work with big sums of money. You need different structures then. People who have special skills are needed to form a management team. The different positions on the management team are: **Manager/Co-ordinator**, **Administrator** and **Bookkeeper**.

We will talk about the different positions on the following pages.

Electing a committee

One of the first steps necessary for managing an enterprise is to put together a committee. But here many people make a big mistake. Once they have elected the committee, they think of it as the “boss” of the enterprise and leave it to do all the planning and to take all the decisions for the whole enterprise. The committee would usually include a Chairperson, a Treasurer, a Secretary and sometimes other members.

It is important that you work out the following:

- what the role of the committee is
- when the committee has to report to members
- what kinds of decisions need members' approval
- how often there must be a General Meeting of the membership
- how often the committee must meet

Chairperson

The best kind of Chairperson for an enterprise is one who:

- Makes sure members take the decisions about the direction of the organisation.
- Makes sure they are involved and will raise any issues they need to.
- Makes sure that the management team is allowed to manage.
- Provides supervision to the management team.
- Reports to members so that they are able to get all the information they need.
- Can run a meeting in such a way that everyone gets a chance to speak.
- Makes sure all views are taken into account.
- Sees herself/himself as being there to help and support the enterprise.
- Makes sure that everyone's issues are raised and problems solved.
- Makes sure that the skills and experience of each member is properly used.

When the Chairperson starts acting like a "boss" or makes out that he/she is the only one with skill and knowledge, then the enterprise gets into trouble. If everything is decided and run by one person, the enterprise will fail.

The very best Chairperson is one who helps others to show their leadership and to contribute to the enterprise.

contribute

give; play a part in

signatory

one of the people who can sign any official agreements

agenda

plan; programme



Treasurer

This is an important position. The main job of the Treasurer is to make sure that members know about all money that comes into the enterprise and how it is spent.

- The Treasurer reports on the money, so she/he should never be a signatory on the bank account. She/he should also not make the decisions alone about how the money is spent. However, the Treasurer must make sure that decisions are taken properly.
- Some enterprises have a Bookkeeper who looks after the money.
- The Treasurer supervises the Bookkeeper and draws up a financial report for the members.
- In large enterprises, the Treasurer works with a finance committee to make sure that there is good financial planning and use of money.

Secretary

The Secretary's role is to:

- Prepare the agenda for meetings with the Chairperson.
- Keep an accurate record of the decisions made in meetings as well as the people who agreed to carry them out. These "minutes" are important for the enterprise to check what needs to be done and to follow up on decisions reached.
- Make sure that reports are prepared before meetings. Make sure people are ready to speak on them, so that the meeting time is well used.
- Write letters for the enterprise, or prepare the letter for the Chairperson to sign if this is needed.

Coach Thuli says:

“ Often you need more members on the committee so that the work can be spread between more people. You can have a Deputy Chairperson and a Deputy Treasurer. If there are different departments in your enterprise, like gardening and child care, then the Co-ordinators of these also need to be on the committee. The Team can then work together and be more co-ordinated. Leadership will be in every part of the enterprise. ”





Management of the enterprise

The management team also has different positions.

Co-ordinator (sometimes also called the Manager)

He or she is the person who has to manage the day-to-day responsibilities of the Committee. The General Meeting and the committee are responsible for deciding on the policies of the enterprise. But the Co-ordinator is there to organise the work. The Co-ordinator must also follow all the policies that are set out. He or she is normally someone who:

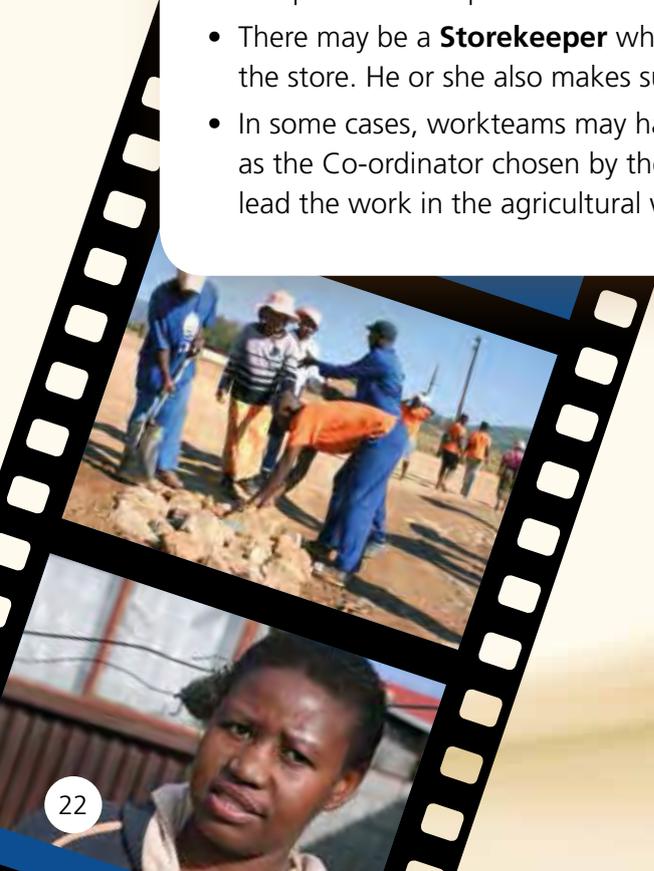
- has work experience
- can set out a plan showing what needs to be done and how it will be done
- makes sure that all resources are available for each job
- is able to divide up tasks to be done by each person
- encourages the workteams to do the work properly
- knows about financial reporting
- understands the technical parts of the enterprise's work

Accountant/Bookkeeper

This is someone who knows bookkeeping and who keeps the books every day, writing in all the records. The set of books is available to the Treasurer so that she/he can report on the finances to the members.

Other staff members

- There may be one or more people working in **administration** who are able to use a computer and keep business records.
- There may be a **Storekeeper** who keeps a record of all tools and equipment taken out of the store. He or she also makes sure that they are brought back again.
- In some cases, workteams may have **other skilled personnel** working with them, as well as the Co-ordinator chosen by the workteam. For example, a qualified Agriculturalist may lead the work in the agricultural workteam.



When people are able to take action and use their own leadership abilities, then the enterprise can become very strong indeed.

co-ordination
organisation;
management

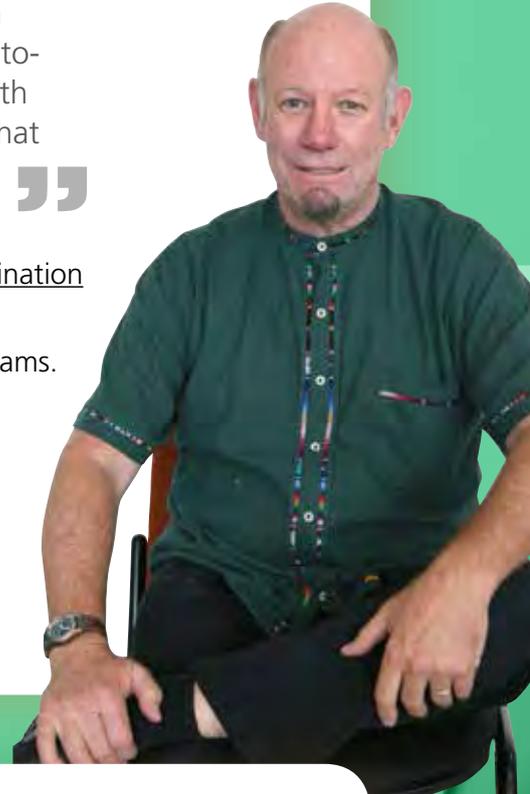
Managing complex enterprises

Coach Gavin says:

“ Is there a better way to manage complex enterprises?
Yes! Workteams (or departments) appoint their own Co-ordinator who is responsible for managing the day-to-day work of that workteam. This is done by talking with all members of the workteam, and developing a plan that gives work to each person according to their skills. ”

The Co-ordinators of each workteam then join together in a co-ordination committee. This is run by the Co-ordinator of the whole enterprise.

- In this way you can plan together for the work of all individual teams.
- You can see what resources are needed by each team including what help they need from the rest of the enterprise.
- Then a co-ordinated plan can be developed by combining all the workteam plans.
- Finally this is then approved in the General Meeting of all members.



The committee

POSITION	ROLE
Co-ordinator	organises and reports on work progress in the organisation
Chairperson	runs the meeting and makes sure that all questions are answered properly
FINANCES	
Finance manager	approves all costs
Bookkeeper	keeps a record of income and expenses
Treasurer	presents the financial report to members and checks the work of the bookkeeper
ADMINISTRATION	
Administrative officer	keeps daily records and writes business letters for the organisation
Secretary	records minutes of the meetings of the organisation including all the decisions taken

Common problems

Confusing roles in the enterprise

If the Chairperson behaves like the Co-ordinator of the enterprise, then there can be problems. This is because:

- There is no one else to oversee the enterprise and to report to.
- There is no way to make sure that all the members' interests are looked after.

Originally these people are chosen as Chairpersons because they were liked and trusted. But when they act as Co-ordinators, they may have little skill in management and may make mistakes.

So you can get very good people who make mistakes and become a risk for the whole organisation.

"Top- down" committees

Members usually elect a committee that they see as honest, trustworthy and hardworking. But a common mistake is that the members then wait for the committee to work out what needs to be done and take all decisions for the enterprise. So the committee starts to act like the "boss" of the enterprise, meeting on its own and taking decisions, and then telling members what to do. In this situation, the members look up to the committee but also start to resent it. Within the committee, the Chairperson is thought of as the one who has more say and more wisdom.

The Chairperson has to appear as if she/he knows more than others and will solve all problems. Everyone, including the committee, seems to forget that before the enterprise existed, the Chairperson and the committee were ordinary community members like themselves. Being elected onto a committee does not magically give you skills and knowledge that you did not have before.

This can be even more difficult if there are different parts to the organisation, because then it is impossible for the Chairperson or the committee to understand what each different workteam or department needs. BUT the membership expects them to know!

oversee

to check that something is working well

resent

when a person feels angry because of unfair treatment



At the Kwanda Learning Camp we set up a very complex enterprise.

Some of the Team worked in the following areas:

- with children
- setting up food gardens
- planting trees
- catering
- welding
- sewing
- tackling the issues of alcohol abuse
- building

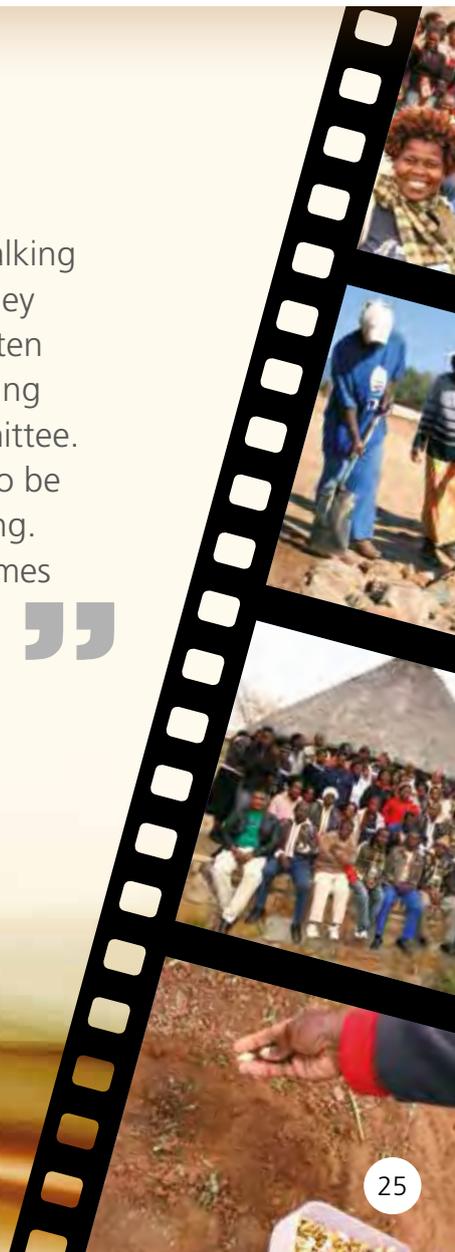
So we got the committee to think about some important questions, such as:

- How can any committee know how to carry out the work in each of these areas?
- How can you respond to the daily issues that arise if you have no experience or knowledge?
- What can you do when you know that the members are used to looking up to you?

Coach Mfana says:



The committee spent time talking about these questions. They realised that they could listen to the workgroups by having representatives on the committee. This encourages everyone to be part of the decision-making. Their enterprise then becomes much more successful.





Bad habits

Some people are used to doing all parts of the job and taking decisions for themselves, such as small farmers, plumbers, mechanics or builders who do piece-work.

When these people work together with others in a group, they may bring **bad habits** from their experience. This is because they are not used to working in a large group and may not really trust the group. It is important to tackle bad habits or poor behaviour immediately, by criticism within the meeting. This strengthens the enterprise.

Below are 3 examples of bad habits: **idealism**, **opportunism** and **sectarian practices**.

1. Idealism

Some bad habits come as a result of “idealism”. This is when you just trust your own instinct and belief. You do not understand what happens in the “real world”. There are 2 sorts of idealists:

- The **“know-all behaviour”** of someone who is confident that he knows what to do in any situation. For example, if the car breaks down, he just starts pulling at the wiring in the engine. If someone is sick, he immediately suggests a medicine. If someone is uncertain about what to do in the enterprise, he just tells them what to do. This person can win the confidence of many of the group members because he seems to know so much. **But** it can be dangerous to follow him because he may not really know what he is talking about. And the bigger problem is that someone like this often prevents group members sharing what they do know. They also don't work out for themselves what is the best thing to do.
- The **“risk-taker”** who insists on following what she thinks is a good idea, without carefully checking all the facts and seeing if the idea will work out. For example, she decides to use the enterprise's money to buy a cow. Then she raffles it so that the enterprise can make three times the money. But later it turns out that nobody wants to buy raffle tickets! In another organisation, the committee was influenced by the risk-taker chairman to use all its money to buy a second-hand car. But the car broke down after two days and they had no more money to fix it!



It is important to fix bad habits or poor behaviour immediately. If you ignore them, they will always weaken the enterprise.

opportunistic
seizing the chance
to do something for
personal benefit

2. Opportunism

There are certain bad habits that come about because people who have worked alone most of their lives are used to doing what they want. They will do this rather than think about the whole group. There are different kinds of behaviour that can be called opportunistic.

- The **“Personalist”** treats the enterprise as if it belongs to her. She gives a visitor a present of some of the enterprise’s property without asking anyone. This makes the visitor very happy, but the enterprise suffers. She puts her own needs ahead of the enterprise. When she is in a leadership position, she does not teach others how to do the work. So when she gets offered another job, she leaves and the enterprise suffers because nobody else knows how to do her work.
- The **“Individualist”** does not believe in organisation. He likes working alone and gets very cross if anyone wants to discuss work responsibilities or team tasks. He does not like to report to anybody.
- The **“Spontaneist”** hates planning. He chooses the time and place for work according to his own interests. He never has proper time for anything. When others try to plan work, he spoils the discussion by becoming cross and shouting about all the things that should be done right now.
- The **“Passivist”** keeps very quiet whenever there is any discussion. She does not say anything. She makes no suggestions because then she might be given a task to do. She hopes that nobody will notice her.
- The **“Liquidator”** always has a criticism, no matter what proposal has been made or what action has been taken. He points out what is wrong, but never makes a suggestion about how to do things better. He finds fault with everything and hides his own reasons for doing this.



3. Sectarian practices

One of the worst kinds of opportunist is the **sectarian**. This person insists on his own point of view. He doesn't listen to others' ideas or any arguments against his own ideas. He will even suggest that he is supported by strong forces outside the enterprise. He doesn't mind if he divides the enterprise into different groups. In fact he does best when others are quarreling and so he looks for ways to divide people.

Sectarian practices are very dangerous for our communities. When people have few resources, we can still achieve a lot by being united. However, once we are divided, then quarrels break out.

There are so many differences in communities: there are people from different countries, different religions, men and women, old and young. Sectarians try to divide people on this basis.

- However, people from different countries, ethnic groups or religions each bring their own strengths to the group.
- Women bring different ways of thinking about things.
- Young people can see how to tackle a problem in ways that older people did not think was possible.

REMEMBER

Once we use our experiences from our different backgrounds for the good of everyone, there can be great benefit for our organisations and communities.



Tools to keep the unity of an enterprise

If members of an organisation can be united, then the organisation is more likely to be successful even when it faces difficulties from outside. Unfortunately many community organisations are famous for the squabbles and in-fighting that take place. Sometimes this can happen because there is the wrong structure in place.

- This happens when a Chairperson is also expected to manage the enterprise.
- Sometimes it can be because there are no procedures for dealing with problems or for raising issues.
- Sometimes it is because one of the bad habits is causing problems.

If you want to keep unity in an enterprise, the following tools will help:

- **constructive criticism**
- **an organised meeting**
- **work planning**
- **discipline**
- **critical reflection**

1. Constructive criticism

Criticism has to be offered in an organised and constructive way. It should not be shouted at someone or spoken behind their back.

- If criticism is made properly in a meeting and if it is correct, the people concerned can hear it and see how to change.
- But if criticism is incorrect (perhaps based on wrong facts), then the people concerned can explain this. The person making the criticism can then apologise.

In either case, unity of the enterprise is maintained. But if criticism is made outside the meeting, then those concerned never hear it so they don't know how to change.

- If the criticism is wrong, they are not able to explain themselves.
- If the criticism is right, they do not hear about it. Instead little groups form that are angry with each other.

united

brought together;
joined

constructive

intended to be
useful or helpful

apologise

say you are sorry



Coach Aaron says:



When we were coaching, we taught the Kwanda basic rule about criticism:

- Criticism within the meeting is always helpful, even when the criticism is incorrect.
- Criticism outside the meeting is unhelpful, even when the criticism is correct.



We explained that there are some criticisms between two people that need to be made one-on-one. They can be talked about together and do not need you to wait for a meeting. We always try to do this in a polite manner and with respect. You should never do this “in the heat of the moment” or when you are angry with the other person.

consult

talk to, listen to and get the opinions of

efficient

well-organised and professional

One of the most important things to remember is: if we can learn to criticise each other constructively in our organisations, then this can only strengthen the unity of our enterprise.

Basic rules about giving criticism

- Make sure the person is ready to hear what you have to say.
- Always state what happened from your own point of view. Give the facts as you understand them, for example “I thought that...” or “What I understood is...”.
- Never say things like “You were trying to....” or “You thought you could...”. There is no way that you can know what a person is thinking.
- Try to show that you respect the person by first saying something positive or useful that the person has done. Then you can get to the point of criticising their behavior or action.
- Criticise the incorrect behaviour, not the person, for example “I didn’t like it when you did...”
- Finally offer a way forward. Say what you think the person needs to do, and even suggest a way in which you can help them to do this.

2. Work planning

Drawing up a work-plan can take time, especially when you have to consult many people. But once it is in place, then everyone knows what has to be done. This helps to build a good working relationship. It will also help to make the enterprise efficient.

Without a work-plan there are differences of opinion and people are confused. This leads to arguments and bad tempers. Much time is wasted when there is no agreement.

Why is a work-plan essential?

It is essential because everyone can understand what the job is. They are then clear about:

- what the different tasks are
- who is to do them
- what the timeframes are for each task
- what tools and other resources are needed to do it



3. Critical reflection

Why do we reflect on any planned activity?

All activities lead to learning. If we think about (reflect on) an activity in a planned conscious manner, it can strengthen the enterprise.

In the Kwanda Learning Camp we taught the Team about critical reflection.

There were 3 questions we asked:

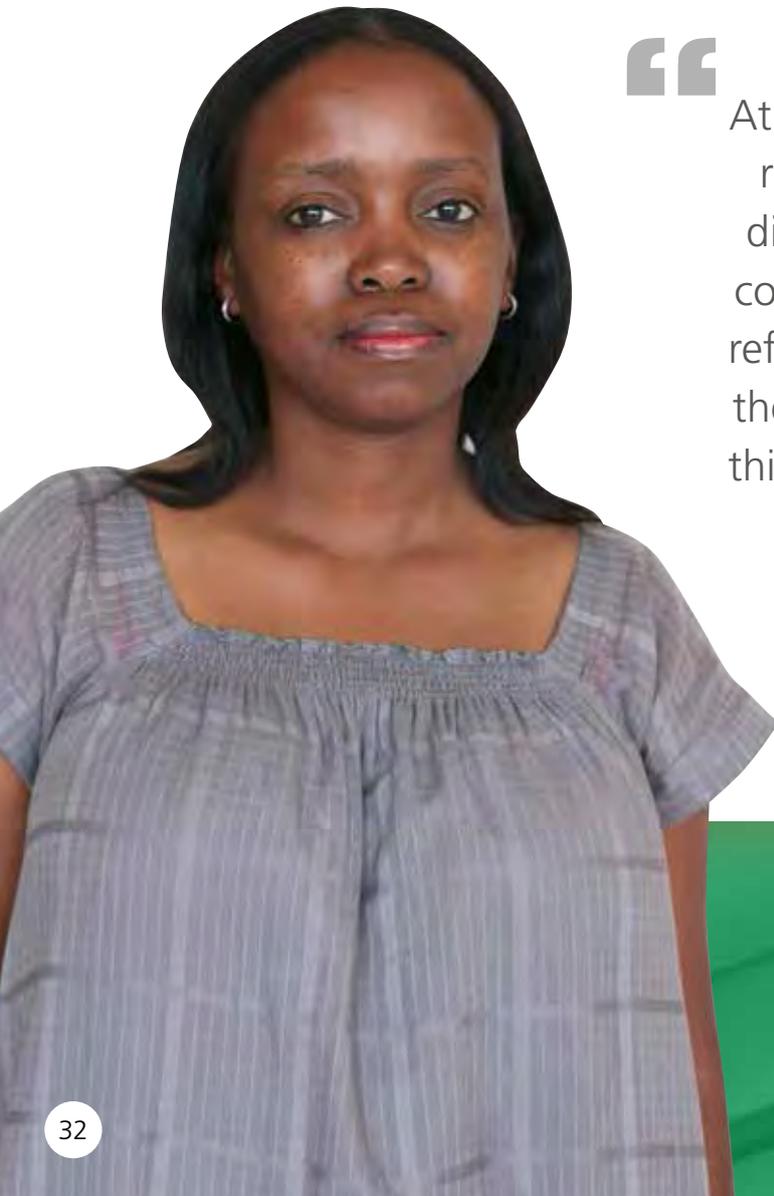
- What went well, and why?
- What did not go so well, and why?
- What do you need to do in future to strengthen the organisation?

Coach Sinazo says:



At the beginning, most of the Team only reflected on **what** went wrong. They did not ask **why** it went wrong. This is common. Very few people remember to reflect on things that go well. And when they do, they usually do not notice **why** things went well – so there is actually no learning for the next time.

Hopefully this was not the case after the Kwanda Camp. ”



reflect
think about

conscious
taking note of
something that
is important



4. An organised meeting

Often people call meetings without even setting out an agenda. This leads to a disorganised meeting with many unnecessary arguments and wasted time. One of the tools for managing an organisation is a well-prepared and well-run meeting.

Preparation is more than half of the work of any meeting:

- Before each General Meeting, the Chairperson and Secretary must collect the critical reflections from the different workteams. They must also collect their proposed plans.
- This means that each workteam would have met on its own to prepare for the General Meeting.
- The meeting agenda is drawn up by studying the critical reflections and the points coming from each team.
- This agenda is shared before the meeting. In some enterprises all the workteams' plans and critical reflections are also shared. The more information that can be shared before the meeting, the better the meeting can be.
- When a meeting is not well prepared, then more than 75% of the time is taken up in sharing information.

Every meeting follows a definite order:

- The first thing to do is to see what time is available for the meeting.
- You then set aside time for each topic on the agenda so that all topics will be covered.
- It is useful for the Chairperson to summarise the relevant points coming out of the critical reflections before the meeting discusses each issue.
- Then proposals are made about a way forward. This can be done with each point or through plans that are put into the minutes.

The Chairperson allows every member to speak on matters where there is a difference of opinion. Try to give each person the same amount of time, otherwise some people will talk for a long time and others will not get a chance. After people have spoken, the meeting needs to take a resolution and move forward. The minutes need to show:

- What is to be done?
- By whom?
- By when?

Once there is agreement about the actions to be taken, the meeting ends.

agenda
plan; programme

minutes
the notes taken
during a meeting

resolution
a formal proposal
that is voted on



5. Discipline

One of the problems in community organisations is that we think about discipline as something that is done after someone has done something wrong. For example, at school when a pupil is punished for bad behaviour.

It is more useful to think of discipline in terms of activity. For example, an athlete has a discipline of training, eating well and getting enough sleep. For an enterprise to maintain discipline, it means you have to make sure that:

- meetings are organised properly
- plans are made and are acted upon
- criticism happens in an organised way
- there is regular critical reflection

If an organisation is disciplined, it is easy to maintain unity. It always gets stronger, even when the going is tough.

Practical things to do

Opening a bank account

Each enterprise needs a bank account:

- to keep track of all money coming in and being used
- to keep the money safe

To open a bank account, you need to decide who will be signatories. Usually 3 people are chosen. Then 2 out of the 3 signatures are needed for any withdrawal from the bank.

It is helpful if the Treasurer is not a signatory. She/he has the responsibility to report accurately on how money is used, so she/he should not be involved in any transactions.

What does the bank need to see?

- A copy of the constitution of the enterprise.
- The minutes of the meeting that elected the committee and where it was decided to open the bank account.
- It will be helpful if the minutes also show who the enterprise wants to be signatories on the bank account.
- A copy of the identity documents of the signatories and their proof of residence.
- Naturally, to open a bank account you need to have some money to put into the bank.

Basic rules about finances

Many of the Kwanda Teams had problems with financial management. It is very important to follow some basic rules when it comes to money in community organisations.

Basic cash book

This is where you write down all money received, and all money spent. Whenever money is spent, you must carefully file the cash slip or invoice to show what that money was spent on.

Reporting at meetings

At each meeting a report must be given in writing which shows:

- The balance (amount of money) at the time of the last meeting
- The money that has come in
- The money that has been spent
- The new balance, i.e. how much money there is now

Decisions about cash

- All cash must be kept in the bank except for small petty cash. This you need for everyday expenses.
- To draw money from the bank account you should have two signatures.
- There must be agreement about how money must be spent. Procedures must be developed for the organisation. These are decisions that are made in a meeting.

discipline

behaving well and being in control of your life

signatories

people who need to sign a document so that you can take money out of a bank

transactions

when money is put in or taken out of a bank

petty cash

the money kept in an office to buy small things



One community-based organisation agreed on the following:

- For any amount less than R200, the Co-ordinator or Chairperson could approve expenditure and report this at the next meeting.
- They also agreed that for any expenditure above R200, there needs to be a decision taken in a committee meeting.
- For any expenditure above R2 000, there needs to be agreement of at least 80% of the members in a properly constituted General Meeting.

This is one example and each organisation has its own rules. It is up to you to work out how you want to make decisions about money. Whatever you decide, it is necessary to keep a record of all expenses in writing, including who authorised (signed for) the expenditure.

expenditure
money spent

constituted
established formally

Organising an office

There is some basic equipment that is needed for any office:

- One or two tables to write on and enough chairs for all those who are working.
- Files for documents, cash slips, invoices and other records of the enterprise.
- A bookshelf or another place to keep all files.
- A book in which minutes of meetings are kept after they have been signed by the Chairperson as a correct record.
- Stationery (paper, envelopes, books), marker pens, writing pens, a calculator, glue, scissors.

It is always best if you have electricity in the office, and a computer and printer. A computer enables you to type documents, to get onto the internet, and is also useful for accounting. But it is possible to run an office without a computer.

You will need to have good security at the office, so that your equipment does not get stolen.



Being in contact – communication equipment

- If you have a **computer**, you can get a 3G modem attachment that will allow you to access the internet. This means you can maintain e-mail communication as well as using the internet to look for information on topics or useful web sites.
- Some enterprises are able to afford a **fax machine**, which allows you to fax letters and other documents as well as to receive them. You can receive faxes through the internet too.
- The most important piece of communications equipment is of course the **cell phone**. A list must be kept of business calls made on this phone so that airtime is not wasted on personal calls.

Sourcing business

It is important to keep good links with local government and local business people, as well as organisations in other communities. Then you will start to become aware of what opportunities there are for your enterprise. It's also important to maintain these networks so you are always able to hear what is happening that may be interesting for you.

Responding to tenders

Sometimes there are tenders from government that you may be able to submit.

- It's a good idea to link with someone in local government to make sure you understand the tender properly.
- Then apply for the tender, following the format that is described. Emphasise that as a community-based organisation you are well placed to do the work within your community.
- Where special expertise is needed, show what your qualifications are. You may have a partnership with others who can provide that expertise.

3G modem

this makes it possible for a computer to access the internet

networks

groups and people in society that communicate with one another

format

style, order and design

expertise

skills

Keep good links with local government and organisations in other communities. Then you will be aware of what opportunities there are for your enterprise.



The role of CBOs and NPOs

Sometimes people come together to improve life in the community by tackling one or more issues that they think are important. It may then be useful to start a non-profit organisation (NPO) or a community-based organisation (CBO).

- These kinds of organisations do not aim to make money for the members. But it does make it easier to enter into partnerships with government agencies, companies or NGOs in order to meet your goals.
- They can attract funding or other kinds of support.
- Because all the money they receive is used for the work they do, they are trusted to speak on behalf of their members and even the broader community.

You can write to the NPO Directorate in the Department of Social Development to get a model constitution, or to ask any questions. See the address at the back of the book on page 61. You can also download a model constitution from the DSD website.

Kwanda: the business and government sector

The Kwanda Teams have made partnerships with government and with the business sector. This has been good for all concerned.

1. Involvement with business

Coach Sinazo says:



We saw in the Kwanda TV series that some local business people are very happy to help the community. As a general rule, business is willing to provide small amounts of support for community projects if it is sure they are legitimate.



Some bigger companies have set up Corporate Social Investment departments which support projects coming from the community. One way of working with a business is to find ways other than the donation of money in which it can help. This could be by helping a community enterprise get its accounting done, or by collecting toys for the local crèche.

Pefferville

We saw a shopkeeper in Pefferville donate food to the Team to provide meals to children.

Tzaneen

A businessman in Tzaneen donated money to the Team for their children's project.

Kwakwatsi

In this area a local nursery donated plants to the Team and showed them how to grow them.

2. Involvement with government

Kwanda Teams have found that once people organise to improve the quality of life in any way, then local government is always keen to help. In fact local government is expected to deliver various services to the community, so it is helpful when members of the community start organising the initiatives. This makes "delivery" a lot easier.

Every municipality has an integrated development plan which should be discussed with the community. This plan should include everything that the municipality wants to do in the community. Try to be part of the drawing up of the plan. Then you can make sure that the plan has everything you want the municipality to do for your community. For example, to reduce crime.

Community Works Programme (CWP)

The Community Works Programme is funded by government as a way to provide regular work to unemployed people. The CWP guarantees 2 days of work every week – around 100 days a year – at a minimum wage. In the CWP, the community decides what work needs to be done to improve their quality of life. This means that ward committees, CBOs and community organisations like the Kwanda Teams, can suggest what work needs to be done.

CWP work can vary from jobs such as repairing public roads, buildings and infrastructure, to helping at schools, caring for vulnerable children, planting trees and setting up food gardens. This means anything that organised community members think will improve their community.

If you want the CWP to come to your community, you can talk to your councillor so that the local municipality can apply for a CWP.

legitimate
legal; real

integrated
when everything is
included

infrastructure
systems that help a community
operate: sewerage, telephones,
water supplies, etc

SECTION 3

The social
themes of
Kwanda



Why do Kwanda Teams take action on HIV?

Coach Matebogo says:

“ We all live in a world with HIV. It affects the most intimate parts of our lives: our sexual relationships. All of us have a role to play to make sure that we do not get infected, or do not infect others if we are already HIV positive. Each one of us can do something about HIV in our lives. ”

HIV is mainly spread by having unprotected sex with an infected person. BUT many people who are infected do not know that they are. There have been many years of getting information about HIV and most people know how to prevent HIV. So why is it still spreading?

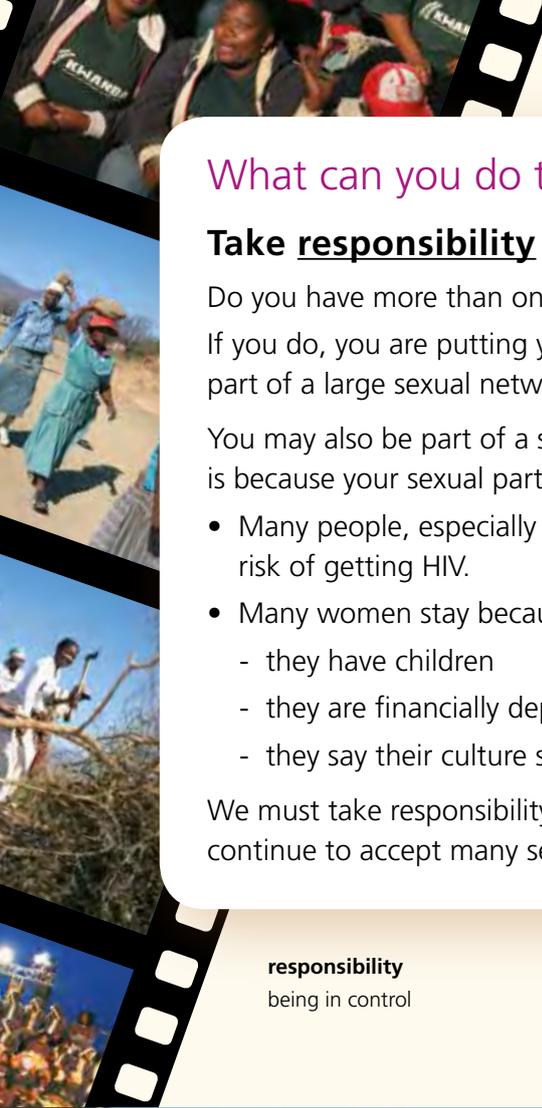
One major reason is that many people have not changed their sexual lives. In most of southern Africa, many people have sexual relationships with more than one person at the same time. For example, it is very common for a man to have “a small house” or “*umakhwapheni*”. Although lots of people know that this is happening, they accept it and often do not think about the risk of HIV. Some people say it is alright because it is part of “culture”. But culture changes with time. And now culture needs to protect people from HIV.

intimate

very private and personal

All of us have a role to play to make sure that we do not get infected, or do not infect others if we are already HIV positive.





What can you do to prevent the spread of HIV in your life?

Take responsibility for your sexual life

Do you have more than one sexual partner?

If you do, you are putting your life and the lives of all your sexual partners at risk. You are all part of a large sexual network. If any of you get infected, all of you are at risk of getting HIV.

You may also be part of a sexual network even if you don't have more than one partner. This is because your sexual partner has other sexual partners.

- Many people, especially women, stay in these relationships even though they are at high risk of getting HIV.
- Many women stay because:
 - they have children
 - they are financially dependent on their partner
 - they say their culture says that men are allowed to have other partners

We must take responsibility for our own lives. We put our lives and our children at risk if we continue to accept many sexual partners in relationships.

responsibility

being in control



Communicate with your partner

People often say that they have many sexual partners because they are not satisfied in their relationships.

Communication is VERY IMPORTANT

Talking does not cause any illness. It is better to learn how to communicate about your needs in a relationship than put you or your partner at risk of HIV. You can both learn to talk about your emotional needs and about your sexual needs – especially what gives you pleasure.

- Start with small things like spending at least 30 minutes with your partner talking about how your day was.
- It may be hard at first but if you make the effort, you can make it happen every day.

Many men were brought up to believe that they should not talk about their feelings. As a result, they do not feel comfortable telling their partners what pleases them or worries them. Instead they find another lover who can satisfy their needs.

Sex within monogamous relationships can be enjoyable and fulfilling for both partners. Read the Soul Sex Booklet that can help you have a good, safe sex life.

monogamous

having only one partner at a time

Speak out in your groups about the danger of having many sexual partners

Healthy relationships depend on the support that people give each other in their communities. We all play an important role in the lives of others.

- People often have many sexual partners at the same time just because it is common in our communities.
- We continue to behave in a certain way if our friends support it or if we believe everyone is doing what we do.

Do not keep quiet if your partner has other sexual partners. Talk to your partner about the danger of HIV and the risks for everyone involved.

How can we speak out in groups to prevent the spread of HIV?

We are all part of a group. It can be a group of friends we always hang around with, a church group, our colleagues, a stokvel etc.

- Start a discussion about HIV in your group.
- Speak about the dangers of having many sexual partners.
- Speak about the dangers of “sugar daddies” having sex with young girls in exchange for money or special things.
- Challenge members of your group to start talking about the risk of HIV in their relationships.
- Get people in your group talking about how culture puts people at risk of HIV or protects them.
- Get your group to join the OneLove Campaign (see page 61 for Soul City address).

Talk about your values as a group

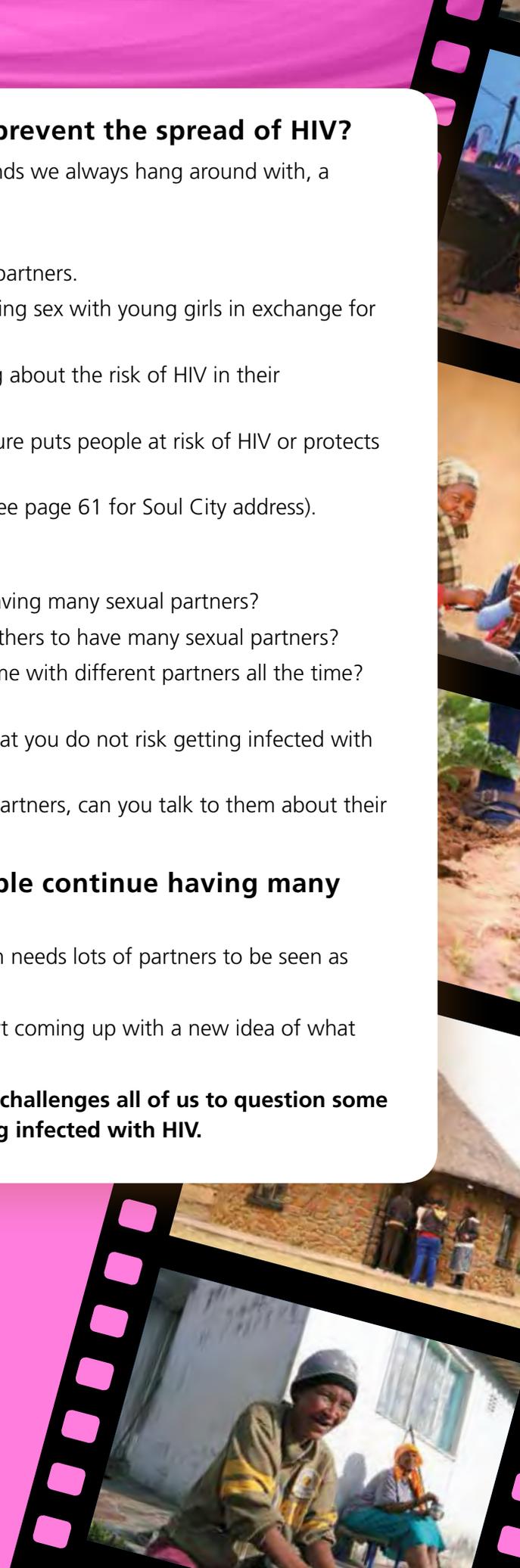
- Are you ok with some members of your group having many sexual partners?
- What does it say about your group if you allow others to have many sexual partners?
- What do you do if one person comes to your home with different partners all the time? Is there something you can do?
- How can you support each other to make sure that you do not risk getting infected with HIV?
- If you know that your friends have many sexual partners, can you talk to them about their risk of getting HIV? Are they aware of their risk?

Challenge the beliefs that make people continue having many sexual partners

- We need to ask ourselves: Is the belief that a man needs lots of partners to be seen as successful still true in this time of HIV?
- How can you work together in your group to start coming up with a new idea of what counts as a “real” man?

It can be very hard to change your beliefs. HIV challenges all of us to question some of our beliefs to prevent ourselves from getting infected with HIV.

challenge
question and
examine





Speak out about violence against women – support women who are affected by it

Some women cannot speak out about HIV in their relationships because they are afraid of how their partners may react. Violence against women is a crime. Men and women have a right to protect themselves from getting HIV without fear for their lives.

Your group can support women who feel that they do not have a choice about what is happening in their relationships:

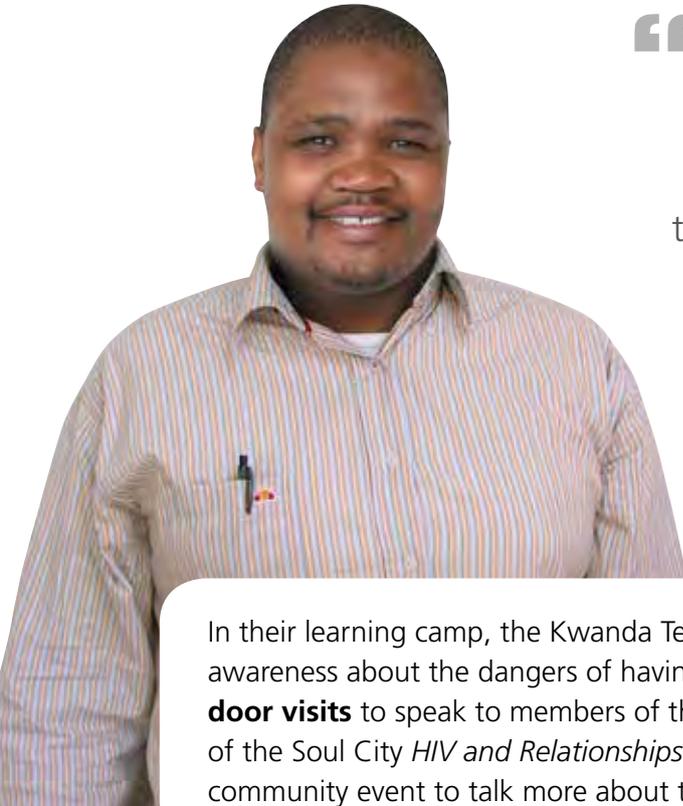
- Get information about places for help in your community and give this to anyone who needs some advice.
- Start a support group. It helps if someone feels that they are not alone.
- Make sure that female condoms are available.





What action did the Kwanda Teams take on HIV?

Coach Sibusiso says:



“ The team used **community radio** to talk about the dangers of having many sexual partners. They organised interviews with experts to talk about the dangers of having multiple partners. They also used the interview time to invite the community members to the event that they were planning. ”

multiple partners
more than one partner

venue
a space or place for an event to happen

stakeholders
people who are involved

In their learning camp, the Kwanda Teams organised a week-long campaign to raise awareness about the dangers of having many sexual partners. The Team made **door-to-door visits** to speak to members of the community. During these visits they gave out copies of the Soul City *HIV and Relationships* booklets. They also invited community members to a community event to talk more about the issue.



Tips for organising a community action event

Audrey from Lephephane says:

“You need to plan carefully if you want to run a community event. You need to know:

- what you want to achieve – this means thinking carefully about what you want to discuss with people
- what you need in order to achieve your plans
- what activities will help you to succeed

For example, if you want to use community radio to raise awareness, you need to work with the station.”

Here are 5 stories about community awareness.



1

Posia's story

“ We knew of the radio station in Meriting. We sent them a letter, telling them what our plan was and asking them to partner with us. Once they agreed, we had a meeting. They asked us a lot of questions about why we wanted to raise awareness about HIV. After the discussion, we agreed that we would invite guests to a popular talkshow to discuss the dangers of having many sexual partners. We chose a talkshow because we wanted the community to share their views and ask questions. We agreed on the dates.

After the meeting, we had to choose people to be on the talkshow. We needed people who had a lot of information about HIV prevention and who could speak in the language that is mostly spoken in Meriting. We also wanted to advertise our community dialogue event on the radio. So, we wrote an advert. It needed to be short and interesting. It needed to say the date of the event, what would happen, and why the community should attend. We worked closely with the team that organised the community dialogue to make sure it gave the right information. ”

2

Sifiso's story

“ Our team worked on the community dialogue day. We had to find a venue where the event would take place and we had to plan the programme for the day. We wanted to have as many people as possible, so we needed to make it interesting. We decided to invite a famous musician and actor, Zuluboy, to attend our event.

We also wanted people to discuss how they can prevent HIV in the community.

- We invited many stakeholders who dealt with HIV.
- We invited the local church, the social workers and other organisations in our community.
- We also invited people who could help the community discuss how to prevent the spread of HIV. ”

3**Thabiso's story**

“ Our team was responsible for the smooth running of the community event. On the day of the event, we cleaned the hall. We also organised some booklets that people could take home with them.

Some of us walked around the community reminding people about the event. At the start of the event, we welcomed the guests and showed them where to sit. We were available to help them in any way we could. ”

4**Mpho's story**

“ We wanted to get our community in Lephephane to use condoms. We started by going around asking people if they use them. Many women wanted to know more about female condoms. We found out that the clinic did not keep female condoms but we managed to get some to give to the women.

When we were talking to the members of the community, we found out that many parents do not want to talk to their children about HIV, so we organised a day to speak to young people about safe sex. ”

5**Thobile's story**

“ The Tjakastad Drama Group team wrote and performed a play that educates people about the dangers of having multiple and concurrent partners. We invited community members to watch the play. We also invited someone living with HIV to come and speak to the community members. ”



The Community Works Programme (CWP)

With regard to HIV, there are a number of tasks that can be done by those involved in the CWP.

- Firstly all Kwanda communities have started vegetable gardens so that people affected by HIV and AIDS can have good nutrition. In fact the hardest part of growing vegetables is in starting the garden – it needs a lot of physical effort. Once the garden is growing, it is easy to water, weed and look after the plants. So the CWP can start home gardens in the yards of people affected by HIV. Then those people can look after the gardens. It is also possible to plant fruit trees that will provide fruit for families, or an orchard that will give fruit to the whole community.
- The CWP also provides the opportunity for small teams to engage in community home-based care. The CWP Programme Manager can form a partnership with the Department of Health so that the caregivers are provided with good training to do the job well.
- There is also the chance to cook meals for those who are too weak to look after themselves, as well as for children whose parents and caregivers have died.

Why do Kwanda Teams take action to reduce violence and crime?

Coach Mthetho says:

“ South Africa has a long history of violence. During apartheid, police used force to make sure that people obeyed the laws. Many people were harassed and arrested for things like walking at night without a permit. Many people who spoke out against apartheid were arrested, beaten up and they sometimes died in jail.

Organisations that wanted freedom had no choice but to use violence to fight the apartheid government. By the 1980s, it had become normal for communities to use violence as a way to show their anger. Apartheid is over, but many people still see violence as the only way to solve their differences. This has become the way to express frustration and anger. ”

concurrent
at the same
time

nutrition
food that
keeps you
healthy

orchard
a garden of
fruit trees

harassed
bullied

frustration
irritation;
annoyance



What can communities do to deal with crime and violence?

Join and support the community policing forum

Violence and crime are everyone's problem. We need to work closely with the police to make sure that everyone who breaks the law is arrested. Community policing forums allow communities to work together with the police to reduce crime in the community. Support them and take part in their activities. If you plan patrols, the police can work with you to offer you support. Some communities have satellite police stations. Lobby your municipality, district officials or provincial officials to get a police station in your community.

Sometimes communities complain that some criminals are supported by the police. If you know of something like that happening in your community, do not keep silent about it. Report any police official who is breaking the law (see page 62 for the number).

Start programmes in your community to encourage young people to stay away from crime

Many young people do crime because they do not have support in their homes. They also have nothing interesting to do with their time. Gangs become a place where they feel accepted. We can prevent young people from joining gangs or getting involved in crime if we get them involved in other activities. Start sports clubs for youth and use this opportunity to talk to them about problems they may have at home. You can find ways to support them. Sometimes all they need is a caring adult in their lives.

Deal with crime spots in your community

If communities work together, they can reduce violence. You do not have to take the law into your hands but you can come up with ideas to make the community safer. Community members can act together and say "no" to crime.

In many communities, people know the places where most crime occurs.

- There may be empty buildings in your community around which people are attacked. You can clean out such buildings and work with your municipality to lock them. You can also turn these places into community centres.
- Sometimes people get attacked because there is no street lighting. Talk to your municipality about providing street lighting in your communities.
- In some communities grass is allowed to grow very long or rubbish is dumped in public areas. This can create a hiding place for criminals. You can organise clean-up events in your community where you cut the long grass and remove any dumping.

Reduce alcohol abuse

Alcohol is the cause of a lot of violence. Taking action to stop alcohol abuse is an important way to reduce violence. There is more information about how to do that on page 54.

satellite

police stations that are around an area, not at its centre

lobby

influence the government to make decisions and changes

What action did the Kwanda Teams take to reduce violence?

In Pefferville

“ One of our team members was raped. We supported her to lay a charge at the police station. We also gave her emotional support as it was very traumatic for her. It was also important that she got emergency ARVs. Sadly, she was too scared to follow the case up with the police. This is one of the problems we have here in Pefferville, people are scared to report the criminals. As a community we are not very organised or strong enough to deal with crime and violence. ”

– Posia

“ We realised that many women were raped in a spot where the grass was very long and there were many trees. So we worked together to clear the piece of land. It was a great experience to see community members lending us their tools and joining us in clearing up the bush next to the school. ”

– John

“ We wanted every member of the community to come together and say “no” to crime. So we joined a march around the community that had other community stakeholders. We went to Pefferville primary school and gave motivational talks to children about not doing crime. This was very important because at the end of the day the children are our future. ”

– Lukas

traumatic

frightening and shocking

ARVs

antiretrovirals: drugs to prevent HIV

motivational

words of encouragement and enthusiasm that make you want to be involved



In Tjakastad

“ One of our team members, Themba, is an ex-gang leader who takes a leading position to help his community. But some community people still remembered the things that his gangs used to do to the community. Themba had to take responsibility for his past actions. He apologised to us and promised that with Kwanda he will be part of the solution to crime, and not the cause.

We organised a meeting with all the gangs that had been terrorising the community for eight years. For the first time everybody could talk to each other. We hosted a successful soccer tournament to help our young people stay away from violence. ”

In Lephephane

“ We intervened when a man in his fifties raped his step-daughter. We asked the grandmother to get the man arrested, and then we went with the woman when she went to court. We asked the police captain not to give the man bail. Then we organised a march to create awareness about the issue in the community. When the man appeared in court, we encouraged lots of people to go and picket outside the court. ”

The Community Works Programme (CWP)

- With regard to stopping violence and crime, the CWP can do what the Tjakastad Kwanda Team did and organise street patrols at night, especially near the taverns and shebeens.
- Where there are “hot spots” and people get mugged or raped, the CWP can do what the Pefferville Kwanda Team did. They can clear these spots and even provide lighting. In some cases CWP patrols may be able to escort people home after dark.



Why do Kwanda Teams take action to reduce alcohol abuse?

Coach Lebo says:

“Alcohol contributes to violence in South Africa. So taking action to reduce alcohol abuse will also help to reduce violence. It is used in many events when people come together such as parties, funerals, workplaces, sports events, etc. Many people believe that in order for them to enjoy themselves at an event, there must be alcohol.”



Alcohol is a way to make money

- Many people in the townships sell alcohol to support their families.
- Breweries employ a lot of people. The government earns tax from the alcohol that is sold.

Many people agree that alcohol causes a lot of violence in their communities. Many people use alcohol to deal with their problems. This causes more problems because they waste their money on alcohol and the problems do not go away. Instead they get worse.

Many people who sell alcohol do not control their customers.

- Some sell alcohol to underage children and the youth.
- Many people allow their customers to drink too much and then fight.
- Some people go home and fight with their families.

terrorising
scaring

intervened
to be involved
in order to try to
change a situation

picket
protest

escort
walk with
people

What can you do to reduce alcohol misuse?

- Set yourself a limit of how much you will drink at a party. After every alcoholic drink you have, drink a glass of water. Have something to eat before you drink.
- Find other ways of having fun that don't include alcohol. You can enjoy yourself even if you do not drink alcohol.
- Work out how much money you spend on alcohol. If you cut the amount of alcohol you buy, you can save money towards something else that you and your family need.
- Sometimes people drink because they are with friends. You can agree to support each other when you are out drinking. You can agree on a limit for the amount of alcohol you buy.

What can communities do to reduce alcohol abuse?

You can encourage tavern and shebeen owners to make their drinking places safer for their customers and for the community. Invite shebeen and tavern owners to a community meeting. Share your concerns with them. Work with them to come up with a plan of how you can together make your community a safer place.

Here are some suggestions:

- Make an agreement with tavern and shebeen owners that they will open at 1pm and close at 10pm from Monday to Thursday, and 12 midnight on Saturday and Sunday.
- Get tavern and shebeen owners to enforce the age limit of who they sell alcohol to (it is against the law to sell alcohol to anyone under 18). They should also agree not to sell alcohol to pregnant women and to anyone who is drunk.
- Get tavern and shebeen owners to have water freely available and to sell non-alcoholic drinks and food.
- All drinking places should display safe sex messages and make condoms available for their customers.
- There should be lighting, security and clean toilets at all taverns and shebeens.
- Get tavern and shebeen owners to make sure that inside and outside areas of the premises are clearly marked. They should be separate from the street and the neighbours.
- Talk to parents and get them to stop sending young children to buy alcohol. They must also stop taking underage children to taverns.
- Organise transport for the patrons – you can work with your local taxis to transport people who have been drinking when they go home. Volunteers can also walk people home to make sure that they are safe.
- Involve the police to help you monitor events where alcohol will be sold, such as concerts and festivals.

patrons

people who go to shebeens, taverns or restaurants

volunteers

people offer to help without being paid

monitor

watch over and keep control of

siblings

brothers or sisters

Difficulties with the shebeens/taverns

If you have difficulty in getting the shebeens/taverns to work with you and your community continues to have problems, what can you do?

- You can make a report to your local police station about the bad practices of the shebeen/tavern. The police station should have an officer whose job it is to deal with drugs and alcohol-related problems. If they do, you can talk to that police officer.
- Your community is meant to have a say in who gets a liquor license. So if the shebeen/tavern continues to disobey the law, then it should be blocked from ever having a license approved.

What action did the Kwanda Teams take to reduce alcohol abuse?

In Lephephane

“ One cold morning we met a 14-year-old young girl coming from the police station. She had been there to report that she no longer goes to school as she has to look after her two siblings aged 1 and 6, while her mother goes drinking.

We went home and talked to her mother. We contacted the social worker in the community and told her. We also went to the school where the young girl and her sister go. The 6-year-old was taken back, but the principal didn't want to take back the 14-year-old. So we went to the other primary school in the community and both children are now at school there.

We go to the school now and again to check the girls' progress. Reports from the school are that the older one is struggling as she had been out of school for more than a year. But the teachers work very closely with her. The family also receives food parcels from the clinic.

We held a meeting with the tavern owners to talk about the effects of alcohol on our community.

- At first they thought we wanted to interfere in their business.
- We decided to bring in the children to show what happens if parents abuse alcohol.
- This helped the tavern owners to understand their responsibility to stop alcohol abuse. ”



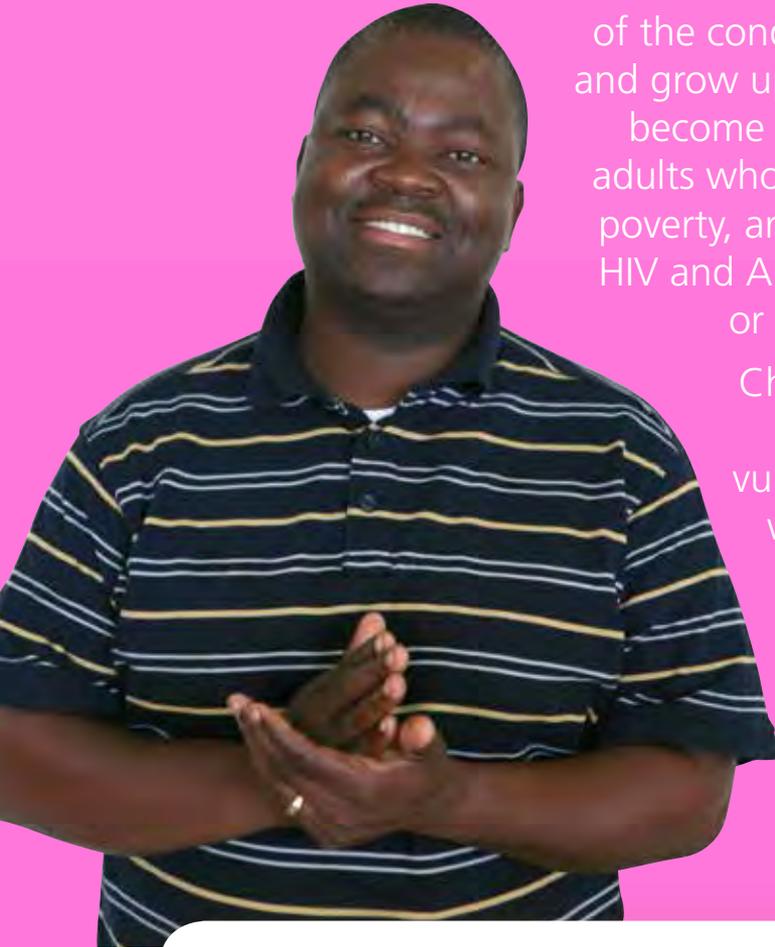
Why do Kwanda Teams care for vulnerable children?

Coach Solly says:



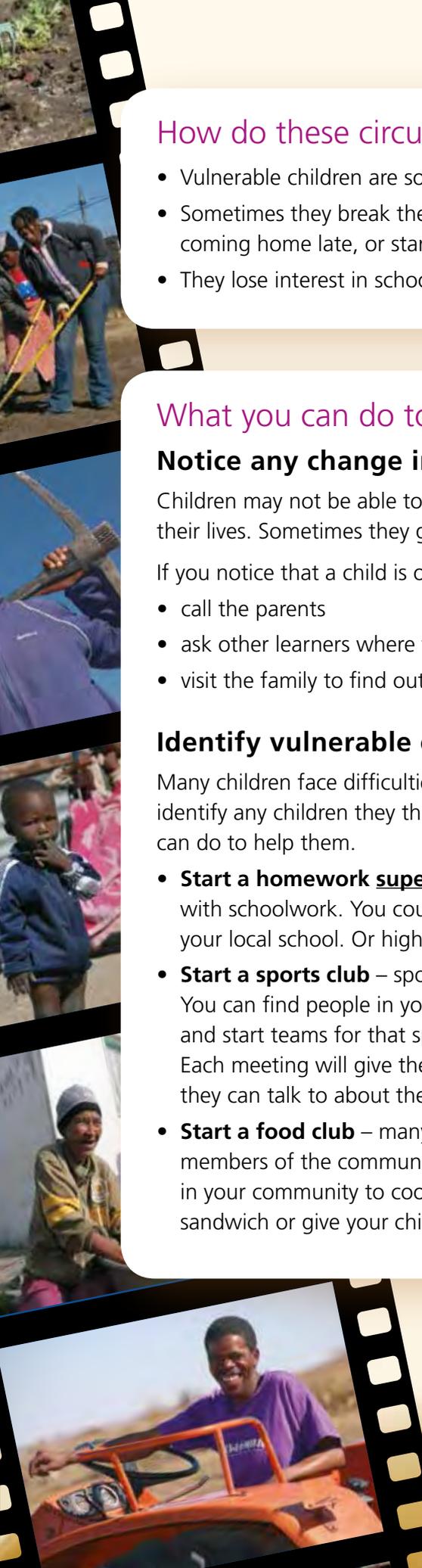
Children become vulnerable because of the conditions in which they live and grow up. Children of all ages can become vulnerable because the adults who take care of them live in poverty, are infected or affected by HIV and AIDS, or live with criminal or domestic violence.

Children who live in these environments become vulnerable because the adults who take care of them are unable to provide them with the stability, safety, food, protection, shelter or emotional support that they need. ”



These are the kinds of things that happen to vulnerable children

- They are orphaned when one or both of their parents die.
- Parents leave them to go and look for work far from home.
- One or both of their parents is too sick to look after them.
- The family is too poor to buy them food and clothes.
- Their parents drink or fight a lot.
- They are physically or sexually abused.
- They cannot go to school because of problems at home.



How do these circumstances affect children?

- Vulnerable children are sometimes withdrawn and avoid playing with other children.
- Sometimes they break the rules and do things that they are not supposed to do, such as coming home late, or starting to smoke or drink.
- They lose interest in school or their marks suddenly drop.

What you can do to support vulnerable children

Notice any change in the behaviour of children

Children may not be able to communicate with someone when there has been a change in their lives. Sometimes they get withdrawn and start to lose interest in activities like playing.

If you notice that a child is often missing school, you can:

- call the parents
- ask other learners where the child is
- visit the family to find out what is wrong

Identify vulnerable children in your community

Many children face difficulties in the community but nobody notices. You can ask everyone to identify any children they think are vulnerable. You can then make a list and decide what you can do to help them.

- **Start a homework supervising club** – many children do not have anyone to help them with schoolwork. You could volunteer an hour every afternoon to help with homework at your local school. Or high school learners can be encouraged to help younger pupils.
- **Start a sports club** – sport is a good way for children to have fun in a safe environment. You can find people in your community who play different sports to volunteer their time and start teams for that sport in the community. These sports clubs can meet once a week. Each meeting will give the children a chance to have fun. They can also have an adult that they can talk to about their concerns.
- **Start a food club** – many children go to school hungry. You can get together with some members of the community to cook one meal for a vulnerable family. You can take turns in your community to cook. If you cannot start or join a food club, you can pack an extra sandwich or give your child an extra piece of fruit to share with a friend at school.

vulnerable
at risk; in danger

withdrawn
when a person stops talking and doing things they usually enjoy

supervising
when people are watched to make sure they are working well

- **Start a clothes bank** – some vulnerable children may not have school uniforms or warm clothes in winter. You can help by asking people in the community to donate clothes that they no longer use. You can then give them to children who need them. You can also hold a fundraising event. With the money you collected, you can buy uniforms or clothes for the children who deserve them. Local business people may also support your fundraising effort.
- **Get government services to visit your community** – some of the families with vulnerable children do not know what government services are available. For example, every child under the age of 16 is entitled to a child support grant. But sometimes they do not apply for them because they do not have birth certificates and do not know what to do. Once you have a list of the vulnerable children in your community, you can contact the local departments of home affairs and social development to help these families.

What action did the Kwanda Teams take to care for vulnerable children?



In Kwakwatsi

“ We visited our community to make a list of all the vulnerable children.

- In one home we found a young girl of 16 who was looking after her two younger siblings. Her mother had left to go to look for work and she did not know where her father was. The children did not always have food to eat. The older child did not have time to do her school work or have fun because she was looking after her siblings. Sometimes when her brother was ill at night, she could not sleep and she did not know what to do.
- In another home, we found a grandmother who was looking after three children. One of the children was disabled. The grandmother was unable to send the children to school. She couldn't get help for the disabled child or even buy the children food.
- We also found a boy who had been sent home from school because his parents couldn't afford to buy him a school uniform. This is against the law. We went to the school with the boy and spoke to the headmaster. The boy is now able to go back to school.
- We sold food to raise funds for vulnerable children. We planted vegetable gardens at the schools so the children can take some of the vegetables home. ”





In Mthwalume

“ We did a door-to-door campaign to assess the needs of children. While we were doing this, it became clear that we have to look after the elderly as well. Many of the elderly in our community are the carers of children whose parents have died or are working away from home. The huge need to care for orphans that are left behind when parents die of AIDS, is covered by the elderly. They also have to share their old age pension with these children.

- We helped an elderly couple who live alone. The man had been paralysed by a stroke. The couple had nothing to eat most of the time and their mud house was falling apart. We organised a wheelchair for the man and we started rebuilding their house. About twice a week we take vegetables from our community garden to feed them.
- We started a drop-in centre where vulnerable children come in to have a meal and play before going home. The vegetables from the Kwanda Team's garden are collected to cook for these children.
- We also collect used clothing from the community and give them to the children. ”

In Tjakastad

“ Here our team washes cars to raise funds for the vulnerable children of our community. ”

The Community Works Programme (CWP)

- In addition to growing food for children, the Kwanda Teams cook food for vulnerable children. This is something that can be done every day under the CWP.
- The CWP can also organise homework classes for children, and sports in the afternoon.
- It also provides the chance for some people to help at local crèches, so that the overall standard of care for children is improved.
- The CWP Project Manager can make sure that there is adequate training provided for all those who work with children.

Each person working in the CWP can only work two days a week. However, different people can take it in turns to do this work under the CWP, so that there is always someone organising the activities. For example, sports, child care, helping them with their homework, preparing a meal for them. This is what Masakhe iParadise has done in Pefferville.

to assess

to examine to see how someone or a situation is doing

Places to
help you



To get a model constitution

- Write to the NPO Directorate, Department of Social Development, Private Bag X901, Pretoria 0001.
- Phone the Directorate on 012 312 7500
- E-mail npoenquiry@socdev.gov.za

To register an NPO with the Department of Social Development

- If you want to download an application to register an NPO you can go to this website: http://www.dsd.gov.za/services/downloads/npo_application_form.pdf

To earn money for members, or to do any business

- It is then best to register as a co-operative or a small company.
- The Small Enterprises Development Agency (SEDA) is a part of the Department of Trade and Industry (DTI) and is able to provide advice and technical support to small businesses.
- It has offices in many parts of the country, but you can write to SEDA, P.O. Box 56714, Arcadia 0007 or phone them on 0860 103703.

To order your free OneLove booklet

- Call the Soul City Distribution Centre on 0860 115 000, between 8am and 4pm, weekdays only (normal Telkom rates)

To join the OneLove Campaign

- Call Soul City 011 341 0360 or write to PO Box 1290, Houghton 2041

To protect a child

- Call ChildLine on 0800 055 555 anytime to speak to a counsellor (free from Telkom line and cellphone)

For resources on values and relationships

- Call the Heartlines Help Line on 0861 442 288 or e-mail mike@heartlines.org.za

For information on home-based care groups

- Call the Red Cross 012 431 2000 during office hours (normal Telkom rates)

For confidential counselling or information on HIV testing

- Call the AIDS Helpline on 0800 012 322, open 24 hours (free from Telkom line and cellphone)

To give anonymous information on crimes

- Call Crimestop on 0860 010 111 (normal Telkom rates); include details and location

To report a police official who is breaking the law

- Call 0860 130 860 (free from a Telkom line); you do not have to give your name

For confidential counselling or advice on rape or sexual abuse

- Call Lifeline ON 0861 322 322 (normal Telkom rates)

For information and expert advice on how to start your own business

- Call the DTI Helpline on 086184 3384 between 8am & 4.30pm, weekdays only

For advice on all social grants

- Call the government grants helpline on 0800 601 011, daytime weekdays only (free from Telkom line)

For information on how to grow a food garden and to get training manuals

- Call Food Gardens Foundation on 011 880 5956 or 011 880 5957 (normal Telkom rates); address: 94 11th Street, Parkhurst, Johannesburg

For online help on HIV, health, education, crime, environment, agriculture and small business

- www.forgood.co.za

For information on skills development and training

- Write to the Centre for Youth Development at 8755 Mmusong Avenue, Kagiso 2, Gauteng



