



SOLIDARITEIT  
SOLIDARITY



Annual Report  
2016

#LetsBuild



Solidarity  
Movement

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# How your membership fee helps build a future

*By Flip Buys, Chairperson of the Solidarity Movement*

Every month, working people pay the government thousands of rand without getting enough value for their hard-earned money. Solidarity's membership fee of just over R100 is only a fraction of this amount, but it is R100 for which we want to offer our members more than their money's worth. Take a moment to compare what Solidarity achieves with your monthly membership fee with the value you get for your tax or for any other product or service, says FLIP BUYS.

This was the first year of the Solidarity Movement's "Helpmekaar 2020" five-year plan. Solidarity is a mutual assistance organisation whose members help one another build a future building block by building block. This way, we want to create hope and become bearers of hope in a country where everyone worries about the future. So let's take a look at the building blocks the union is using for this construction project, because that is what our members' subscriptions are used for.

### 1. In the workplace

Solidarity looks after members' interests at work, and our countrywide network of service offices assists members with their work, conditions of employment and their working conditions. Comprehensive legal services, occupational safety and health, supervision of pension and medical funds, help with and advice on work-related issues and systems such as the assistance Solidarity World offers to help members get a decent job all form part of this support. In an average year our members receive more than R200 million back in cash in the form of compensation for occupational injuries and

diseases, benefits and through court cases. This is much more than the union's total subscription revenue. Solidarity endeavours to improve the well-being of working people, and our staff are in touch with more than 450 000 members on various matters ranging from work-related enquiries to ordinary membership enquiries. Your membership contributions help thousands of people in their jobs. This is important, because after all, a country's well-being is determined by the well-being of its labour force.

### 2. Benefits

Last year, Solidarity paid out R7,5 million in funeral benefits to those members' relatives who qualified for the benefit. Around 90% of members and their dependants qualify for this benefit – and it is included in the membership fee. Solidarity also offers numerous other member benefits, such as cheaper short-term insurance, discounted holidays and much more. The discount thousands of members get on their insurance premiums simply "refunds" their membership fees.

### 3. Helping Hand Study Fund

Solidarity's Helping Hand reached the R 40 million milestone for interest-free study grants to 1 250 students this year! Every month, R5 of every member's contribution is paid into Solidarity's study fund for union members. Applications to the fund from union members and their dependants are given priority. Many members donate a little extra to the Helping Hand Study Fund. All in all, these contributions enabled Solidarity Helping Hand to assist 5 210 students in the form of R100 million's worth of study assistance in the past five years!

### 4. Sol-Tech

Solidarity's technical college, Sol-Tech, was founded at a cost of more than R50 million. The college celebrates its 10th anniversary this year, and it already has more than 1 200 students in the study pipeline. The money to fund this college comes from the R10 per member which is paid into Solidarity's Building Fund from membership fees. In 2016, the Building Fund bought a further R2,5 million's worth of equipment to keep Sol-Tech at the cutting edge of technical training.

Helping Hand annually awards R3 million in the form of study and accommodation bursaries to members' children who study at Sol-Tech. In addition, members' children are given preference when they apply for registration at Sol-Tech and when they apply for study aid.

### 5. Akademia

No new universities have been built in South Africa since 1994, but the number of students has doubled. It is also becoming increasingly difficult for Afrikaans students to gain admission to universities. Solidarity founded Akademia four years ago and will grow it into a fully-fledged, world-class university. Here young people can obtain a high-quality university education in a safe environment within which they feel at home and they can take their degree in Afrikaans. Akademia recently bought a new campus in Centurion and it already boasts seven country-wide study centres where students can attend lectures from lecturers located in Centurion thanks to the use of direct and interactive broadcasts. To date, the founding and establishment of Akademia has cost R50 million, which has been funded by the Building Fund and our revenue from short-term insurance.

# Chapter 1: From the outset

In addition, Helping Hand grants almost R6 million in the form of study assistance to Akademia's students annually. Applications received from members' children are given preference and they receive a discount on their tuition fees.

Your monthly contribution to the Building Fund and the study fund now assists more than 2 000 students a year! This comprises the students at Sol-Tech and Akademia as well as those who receive assistance to study at any registered institution. All of this is made possible by your contribution as a member of Solidarity.

## 6. Helping Hand touches the lives of almost 200 000 children

A child's opportunities in life are determined by the quality of his or her education and training. That is why Helping Hand started a School Support Centre (SOS) that offers assistance to more than 500 schools. This consists of daily food support to 5 000 toddlers through the Lunchbox Project, the provision of 5 000 school bags containing stationery, essential aids for 3 400 girls, a comprehensive set of teaching aids such as e-books, computer, reading and maths technology, career guidance, help with deploying assistant teachers in schools and numerous training sessions for teachers. Every day, SOS projects touch the lives of about 190 000 learners. The SOS is also home to the Association of Afrikaans maths teachers, which has 1 000 maths teachers as members, with full-time experts who train some 1 700 teachers each year and equip them with the latest knowledge and technology in their field.

In addition, Helping Hand has a country-wide network of offices, staff and 150 branches that helps people in need. Helping Hand has assisted thousands of members with emergency food aid during catastrophes and large-scale retrenchments, for example during the Rustenburg strikes in 2014. We are also partnering with the Rapport Education Fund, which assists thousands of teachers with their study expenses.

These major projects are possible only thanks to the monthly contributions of thousands of our members. Thank you so much for this support!

## 7. Equal opportunities

The authorities' racial laws discriminate unfairly against white and coloured people in the name of affirmative action and employment equity. In practice, the Constitution's "equality" provision has morphed into "representativeness". Your member contribution has enabled us to challenge this injustice in the courts and to take it to the United Nations, because the government is violating international treaties on racial discrimination. We will not stop until justice prevails.

## 8. Watchdog role

South Africa must not become a second Zimbabwe! That is why Solidarity plays an important watchdog role in matters such as corruption in government, the decay of the state, our members' pension funds, legislation, economic policy, the university system, property law, the rule of law and consumer issues such as high bank charges. The Solidarity Research

Institute (SRI) keeps an eye on events in the country, undertakes thorough research and helps our entire movement to take action in time. Solidarity's watchdog role is conspicuous, especially in the media.

## 9. Maroela Media

With more than a million readers a month, Maroela Media is South Africa's largest free Afrikaans news and social site! Solidarity is a Maroela Media shareholder and established it as an independent media house to support Afrikaans as the language of choice of the vast majority of our members. Download the free Maroela app on your phone, read and enjoy what Maroela offers!

## 10. PretoriaFM

Solidarity assists PretoriaFM to expand itself to become the country's largest independent radio station. This broadcaster aims to promote Christian values, Afrikaans, Afrikaans music and the interests of Afrikaans speaking people. It is already the country's largest community station, and it supports the Movement's mutual aid programmes such as our campaign to supply water and emergency assistance to farmers.

## 11. Christian values

Solidarity is based on Christian values and strives to practise those values every day. Some of the projects undertaken in this regard include the distribution of Christian information through our social media, Maroela Media's supply of Biblical contemplations to 42 community radio stations,

our publications and much more. The main point is that we promote faith through what we do day by day.

## 12. Afrikaans, history and the preservation of our heritage

The Federation of Afrikaans Cultural Organisations (FAK) is another entity that forms part of the Solidarity Movement and it is taking the lead to promote the real Afrikaner history by means of its internet museum. Many projects to promote Afrikaans are initiated, such as the Afrikaans Ekspo, which furthers the language in schools. Solidarity is also a member of the Heritage Foundation that looks after the Voortrekker Monument and numerous other statues and monuments. We are also a shareholder in Kraal Publishers, which publishes books of high quality on Afrikaans and history.

## 13. Solidarity Movement creates a future

Your membership of Solidarity makes you one of the almost 350 000 members of the Solidarity Movement. Through our Helpmekaar 2020 flagship project, we want to create a future in which we will all be free, safe and prosperous. In this way we have already proved that unity is possible and that unity is strength! That is why AfriForum, as a member of our organisation, is active across the country to keep municipal services going, create security structures, combat farm murders and keep our history alive.

## More for less!

This is just a brief summary of how Solidarity applies your membership fees and what services you, your family and your community get in return. Remember that the organisations in the Solidarity Movement stand on their own feet and are not subsidised by your membership fees. The membership contributions to funds such as the Building Fund and the Study Fund benefit our members directly. That is why we are convinced that Solidarity as an organisation offers the greatest value for the least money.

Members receive all these benefits at less than, for example, the administrative costs of a medical fund. All this is possible only because Solidarity is a mutual benefit organisation whose reason for existence is that it serves our community. Everything – and more – is ploughed back into our members and community. We are constantly developing additional services aimed at assisting members with their work, careers and quality of life.

This is the first year of our “Helpmekaar 2020” plan. We still face a tough uphill journey, but the figures, numbers and successes prove there is hope for a future in which we, too, can be free, safe and prosperous.

## This is how your membership fee helps build a Helpmekaar future:

- Thousands of people get support in their places of work;
- 190 000 children in 507 schools are supported;
- 2 000 young people receive assistance to study and undergo training;
- We run the country's largest technical college;
- Akademia is being expanded into a fully-fledged university;
- Christian values are upheld;
- Afrikaans is promoted;
- The truth of our history is told;
- Our monuments and heritage are conserved;
- We watch over our members' interests;
- We take a stand in the media;
- The rule of law and the market economy are protected;
- Members' interests are promoted by the entire movement;
- A new future is being built by our “Helpmekaar 2020” plan.





Building blocks for a future in which we can be

*free, safe and prosperous.*

*Dr Dirk Hermann, Solidarity's Chief Executive*

The year 2016 marked the beginning of a new phase for Solidarity. It was an election year, and new representatives, as well as members of industry councils, the National Council and the Executive Council have been elected for a new five year term of office. Old-timers were re-elected, while a host of new representatives raised their hands to help us in our building effort. This new term begins amid a great deal of uncertainty on many fronts, and a challenging term can be anticipated. Global economic uncertainty still prevails; on the domestic front economic pressure and political uncertainty prevail; the ANC is becoming more obsessed about race, and the minority, whom Solidarity is representing, is coming under increasing pressure. There is uncertainty among our members and their communities about the future and signs of despair can be perceived.

By offering hope, Solidarity is to a large extent the buffer that cushions the uncertainty, and Solidarity's representatives are the carriers of that hope. Despite the major challenges and responsibilities that come with being a union representative, hundreds of members have volunteered to serve and to create hope in that capacity. We owe a debt of gratitude to all of you.

In 2016 the theme, #Let'sBuild was a key Solidarity theme. While #mustfall engulfed South Africa, Solidarity decided to build. Thanks to the latest service technology, research, staff development and many other initiatives the trade union could be expanded, all with a view to protect our members' jobs. To have a good job remains a key need and that is what we have to protect.

When it comes to giving young people access to jobs and helping them advance their careers in today's knowledge economy, "knowledge" is a critical factor. In 2016, Solidarity contributed towards expanding Akademia, a new Afrikaans private university; Sol-Tech was further expanded to be one of the leading technical colleges in the country; and S-Leer was established as Solidarity's centre for lifelong learning. Solidarity helped grow Solidarity Helping Hand's Study Fund to become a fund that has recently paid out more than R30 million in the form of study loans.

We also helped expand PretoriaFM into becoming the country's largest community radio station; Maroela Media was expanded to become the largest Afrikaans news website; and the Federation of Afrikaans Culture Associations

(FAK) has been expanded into becoming a dynamic cultural and research institution. Much of this proactive work could be undertaken thanks to the R10 contributions members make to the Solidarity Building Fund.

Solidarity's success is its members' success. Each member's contribution is making a huge difference, and many small contributions put together make a big sum.

In 2016, amid all the uncertainty in the country Solidarity, together with all the other institutions that constitute the Solidarity Movement, made a contribution towards building a future in which our children and we can be free, safe and prosperous.

“ **When there is doubt about the future, then we build the future.** ”



# Solidarity Labour Relations

## Labour Relations in 2016

By Gideon du Plessis, General Secretary of Solidarity

With the “battle for ideas” being waged in the trade union environment, Solidarity had a number of opportunities on several high-level forums during 2016 to put forth our ideas framework that is based on, inter alia, the market economy, the rule of law, self-reliance and Christian values. These opportunities include the annual Mining Indaba, where a podium was shared with five cabinet ministers; conversations with the US ambassador and senior diplomats; presentations to the Johannesburg Chamber of Commerce, Sasol's senior management and several local and international investors as part of opportunities organised by Citi Bank, Deutsche Bank, Absa/Barclays and First National Bank; participation in the Brand SA's multi-role-player social dialogue and participation in a social cohesion workshop organised by the Department of Arts and Culture.

Solidarity was also invited to address Numsa's annual collective bargaining conference together with Zwelinzima Vavi, former Cosatu General Secretary. On this occasion the focus was on the difference in approach between Solidarity and Numsa, but it was also emphasised that notwithstanding our

differences there are quite a number of areas of agreement, and the parties committed themselves to joint campaigns with respect to our aversion to political corruption, poor service delivery, the e-toll system and high electricity tariffs. By attending the Numsa and Vavi workers' conference initiative, Solidarity further committed itself to driving the said campaigns in collaboration with the proposed new trade union federation once it has been established formally. However, Solidarity emphasised that because of ideological, political and cultural differences, it would not form part of the new federation.

In 2016 Solidarity once again was confronted with the undemocratic majoritarian principle of trade union recognition applied by companies such as Lonmin Platinum and Harmony Gold. Solidarity, the National Union of Mineworkers and Uasa retained only limited organisational rights at Lonmin following a winner-takes-all recognition agreement the company had concluded with Amcu. This followed after Amcu's five month long platinum strike in 2014 had still been making negative ripples in the sector during 2016, and a total of 30 000 mineworkers had lost their jobs as a result of the

strike. On the heels of Lonmin was Harmony that wanted to enforce the same type of agreement during the year simply to gain Amcu's favour, demonstrating employers' spinelessness and lack of loyalty towards trade unions such as Solidarity that have the sustainability of the mining sector at heart.

Reacting to the unstable labour relations environment, AngloGold Ashanti launched an aggressive strategy of modernising (mechanising) their mines, which will be to the advantage of Solidarity thanks to the scarce skills our members have.

However, retrenchments in the mining sector turned out to be the primary focus of mining role-players, and Solidarity was invited to make a presentation to a retrenchment prevention task team established by the Department of Mineral Resources (DMR) and to the Commission for Conciliation, Mediation and Arbitration (CCMA). The result was that, following the two presentations, Solidarity was invited to form part of the DMR task team and of the CCMA task team that revised the training-retrenchment scheme.



Apart from Solidarity's prominent role and positioning in the labour relations field, the union together with Solidarity Helping Hand once again demonstrated that we are geared for and have the capacity to assist our members at times when they and their families are most in need of our assistance. In this regard, several food emergency relief programmes and job-seeking projects were launched for our members employed at Highveld Steel and Lily Mine. At these two workplaces business rescue processes were launched and workers' services were terminated without a statutory retrenchment package being paid. It is by offering such relief actions that we show that Solidarity's Christian foundation is translated into deeds.



## Metal and Engineering Industry

### Solidarity showing its mettle

By Marius Croucamp, Deputy General Secretary

The year 2016 was a challenging one in every respect for this industry, but despite economic and political challenges, the Solidarity team performed exceptionally well and promoted the interests of members with great success. The five-year election of shop stewards in the industry went smoothly.

#### Metal and Engineering Industries Bargaining Council (MEIBC)

The MEIBC is South Africa's largest private sector bargaining council and is crucial for the stability of South Africa's steel industry. Growing conflict among parties in the bargaining council and incompetent and poor administration by bargaining council officials were factors that contributed substantially to the further deterioration of the council. The bargaining council's finances weakened to such an extent that the council has slid into a state of insolvency with millions being owed to creditors in outstanding debts. Effective dispute resolution under the auspices of the council paid the price and the backlog of hearing employee disputes has risen to more than 2 000 cases.

During the past year, Solidarity played a major role in the establishment of a review committee to devise a turnaround strategy for the MEIBC. However, the review committee's activities were hampered by conflict between parties, and Solidarity had no choice but to bring an application before the Labour Court to place the bargaining council under curatorship. Solidarity

also designed an emergency plan to protect members and the trade union, should the MEIBC possibly cease to exist in the future.

#### Solidarity, a national player in the steel industry

In 2016 Solidarity reaffirmed the trade union's influence at national level by assuming a leading role in the continuation of the activities of the Steel Committee established in 2015 to find solutions for the crisis in the steel industry.

Highlights achieved in 2016 also include the opportunity to give presentations to important government forums responsible for the formulation of government policy for the steel industry in South Africa. For example, submissions were made to the Commission of Inquiry into steel prices and to public hearings on safeguards for the steel industry to counter the dumping of Chinese steel. All Solidarity's presentations and proposals were well received.

#### Highveld Steel

Highveld Steel, which had been in business rescue since 2015, closed its doors and 1 700 employees lost their jobs overnight. Solidarity, partnered by Helping Hand, supported our members and their families in their distress during and after retrenchments as much as we could by means of various projects, including food aid and counselling.

#### New tyres sector

Following negotiations of more than three months a very favourable three-year wage agreement, offering increases of between 8% and 8,5%, has been reached. Further negotiations about medical aid benefits for the sector as well as housing perks and issues surrounding the Redisa tyre tax are still ongoing.

#### The team for the Metal and Engineering Industry

While the South African steel sector is still experiencing a downswing the Solidarity team of coordinators, organisers and shop stewards

achieved major success in the industry by protecting members and ensuring the best possible outcome in the case of numerous retrenchment processes. This is a team to be truly proud of.







## Professional Industry

### Uneasy year in professional industry

By Johan Botha, Deputy General Secretary

For the Professional Industry, 2016 was a challenging year but it was also a year of opportunities.

#### Financial / Tertiary / General Sector FTG Sector)

Negotiations were completed successfully at several institutions without any strikes taking place, which is an indication of the competency of the relevant organisers.

In addition, membership numbers at the five major universities grew by 241, an increase of 17,3%. Contributing factors were, among other things, the #FeesMustFall Movement and retrenchments at NWU.

The first FTG industrial council was also elected with two members currently serving on the Executive Council.

#### Information and Communications Sector

Solidarity and Telkom have signed a beneficial cooperative partnership agreement that will provide job security for our members for two years. In addition, a 6% increase was negotiated, consisting of a salary and a performance component.

With regard to representation, Solidarity has realised excellent growth within Telkom. From 2014 to date, the existing bargaining unit grew by 3% while representation among management increased by a decent 5%.

#### Medical Sector

Several successes were achieved in this challenging sector during the year. A sound agency agreement was reached with M-Care Optima.

In addition, several recognition agreements were negotiated with, among others, Mar-Peh, Alpha Pharm Pharmacies and WrapSA.

Salary negotiations were most challenging but an average increase of 6,6% was achieved by means of good strategy and negotiation skills.

Several settlement agreements for members were also negotiated and an excellent R1,2 million was paid out to Solidarity members.

An industry council for the Medical Sector was also elected, with two members currently serving

on the Executive Council.

In conclusion, the Professional Industry has a capable team of skilled organisers and full-time representatives whose hard work has resulted in an excellent 2016, and the expectation is that more such success stories will follow in 2017.





## Occupational Health and Safety

### Health and safety at work, our passion

By Paul Mardon, Head of Division

The OHS Department is headed by Paul Mardon and consists of 11 members of staff who are responsible for general operational management, achieving strategic goals, legal advice, legal administration and the processing of OHS claims.

#### Statistics for 2016 as follows:

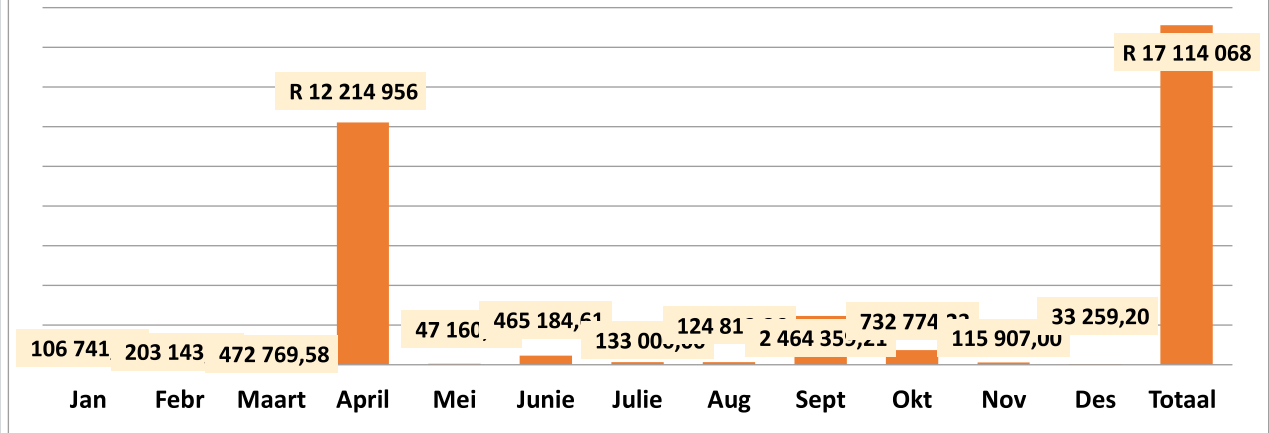
##### IOD / OHS files:

On 1 January 2016:	854
On 31 December 2016:	901 (150 files per claims officer)
Closed files 2016:	69
New files:	112
Net growth:	43

##### Operational activities:

Consultations:	1 312
Meetings:	664
IOD Visits (Compensation Commissioner):	191
Correspondence (In):	51 851
Correspondence (Out):	29 258
Phone calls (In):	4 067
Phone calls (Out):	4 512
OHS litigation:	7
Opinions on IOD / OHS matters (informal):	3 264
Opinions on IOD / OHS matters (formal):	417
Assistance to industries / Solidarity Movement:	1 277
Seminars and conference:	140
OHS courses presented:	5
<b>Total:</b>	<b>96 965</b>

#### OHS Awards 2016



January	February	March	April	May	June
R 106 741,00	R203 143,50	R472 769,58	R12 214 956	R47 160,00	R465 184,61
July	August	September	October	November	December
R133 000,00	R124 813,36	R2 464 359,21	R732 774,23	R115 907,00	R33 259,20

Since the total collapse of service delivery by the Compensation Fund, awards for injury on duty (IOD) have come down from R205 680 343 in 2013 to R51 829 422 in 2014. In 2015 it amounted to R1 452 493. The next year, 2016, saw a slight improvement when awards totalling R17 114 068 were granted. The OHS Department engages with senior members of staff at the Compensation Fund on an ongoing basis to discuss problems.

### Strategic goals achieved during 2016 include the following:

- During the past year, legal officers of the OHS department represented nine members in seven OHS investigations and hearings. This effort amounts to 728 working hours (91 working days spent on the issue), which included the preliminary consultation, preparation, travel time and the duration of the hearing, which all translated into achieving an average benefit of R2 888 000 for Solidarity members in the form of legal compensation this year.
- Influencing of OHS policy, legislation and approaches at national and industry level.
- Invited to attend reporting meetings of the Parliamentary Portfolio Committees for Mineral Resources and Health, thereby providing input to the respective ministers;
- Attendance of several ministerial meetings dealing with, for example, the integration of compensation legislation in mining, and attendance of meetings with government departments, employers, employer organisations and with other trade unions.
- At industry level, Solidarity has once again proven itself as a credible player in the OHS arena. For example, the OHS department was invited to give a presentation to NOSA's annual OHS conference and to the MineSAFE Conference.
- Maintaining and expanding good relations with the various collective industries.
- Publication of legal and topical articles on Solidarity's website, the Solidarity World and on social media at an ever increasing rate.
- Five OHS courses have been presented, reaching 62 representatives in total.



### Some of the major challenges that will have to be addressed during 2017 include:

- Poor delivery by the Compensation Commissioner's office poses a threat to the effective performance and strategic value of the IOD unit.
- The weak economy has a negative impact on the health and safety mindset and focus of workers.
- The workload on Rand Mutual Assurance (RMA) since Class 13 employers have been included remains a concern.
- Looming retrenchments, economic circumstances and labour unrest (trade union power play) impact negatively on occupational health and safety in the workplace



## Individual members and member service

### At the forefront of client service

By Engela Dibley, Deputy General Secretary: Individual members

#### Individual members

##### Definition

Individual members are employees who have been accepted as members of the trade union who are not continuing members, honorary members, supporting members or associated members; they are members who do not enjoy organisational rights through the trade union in terms of a recognition agreement with an employer; and are not in arrears with payment of membership fees for more than three (3) successive months or twelve (12) successive weeks.

##### Introduction

Owing to external factors such as the dissolution of larger companies, the change in the global economy and digital developments, increasing numbers of individuals joining trade unions have become a trend. Solidarity has been representing individual members in the workplace since 2012.

As individual members are already forming a

major and integral part of the trade union's membership, a need has arisen for those members to be represented on the Executive Council. Three Executive Council members were co-opted in 2016 in terms of the Constitution and Solidarity's Rules for Co-option. These members are employed by many different employers in various industries.

##### Demographics

Age	%
20 - 29	10%
30 - 39	22%
40 - 49	28%
50 - 59	27%
60 -69	10%
70+	2%

##### Gender

64% Male  
33% Female





### Service

The service Solidarity provides to our individual members differs from our service to our collective members. First-line service is offered at the following points of contact:

1. Multimedia Service Centre
2. Service offices
  - a. Walk-in service
  - b. Labour law advice and representation
3. Head Office
  - a. General litigation – representation
  - b. Labour Court
  - c. Occupational Health and Safety
  - d. Member administration

Members' satisfaction with first-line service delivery by the Service Centre and service offices was measured at 89%.

### Planning for 2017

The service model is being adapted on an ongoing basis to meet members' needs. Key persons in the various sectors will undergo labour relations training with a view to supporting individual members in the industry in respect of labour-related matters.

### Service to members

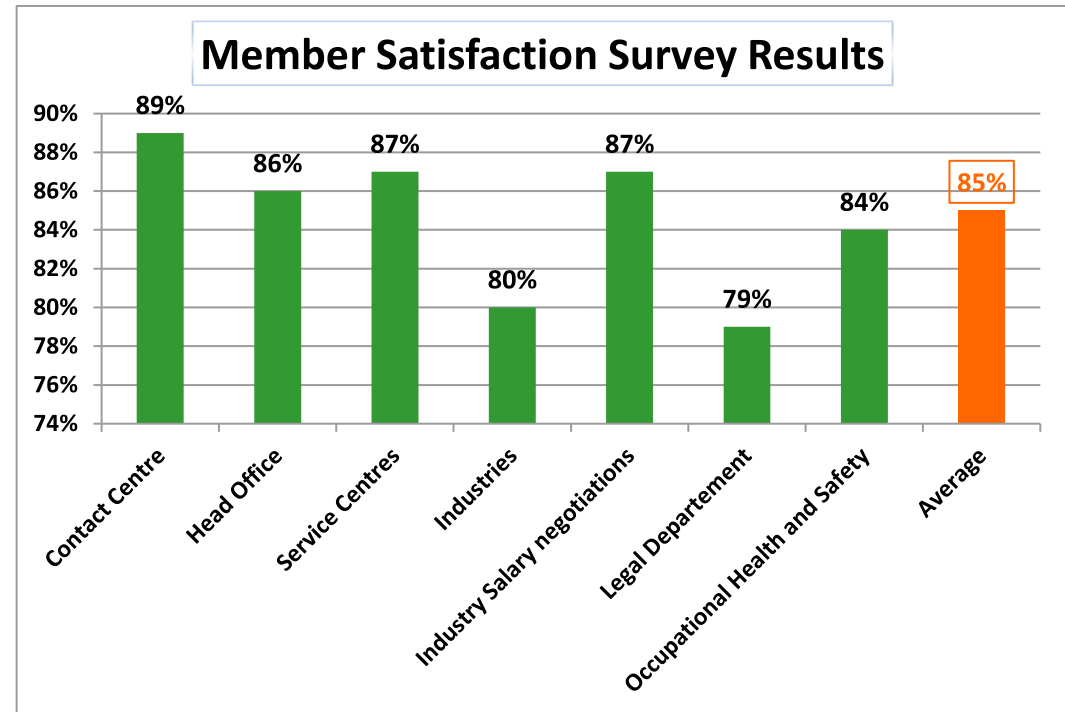
Gone are the days when a member could only pick up a telephone to get service. In 2016, members want to contact the trade union as fast as possible to get service. For this reason, Solidarity remains at the cutting edge of developing ever more electronic ways for

members to contact us. It is also important for members to be able to speak to a person, resulting in a personalised service. Service is in the DNA of every Solidarity employee.

Solidarity is a service organisation to the core. An organisation cannot improve on service that is not measured. Therefore, it is important for service to be measured continuously but also in a focused way. For this reason a member service audit is carried out every two years. Such an audit was again carried out in 2016.

The service audit is conducted by getting feedback from members who have received direct service.

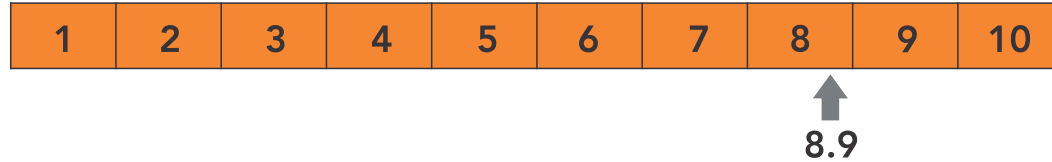
Solidarity's member service was measured at a member satisfaction level of 84% in 2014. In the 2016 service audit, the general satisfaction level among Solidarity members was measured at 85%.



## Chapter 2: Solidarity Labour Relations

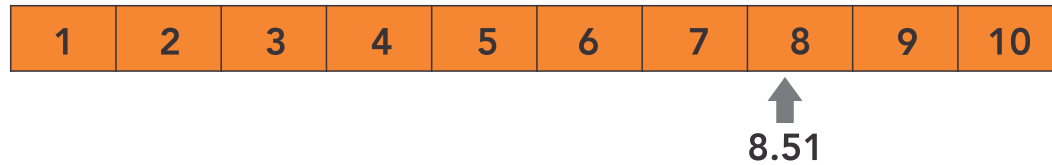
### Satisfaction with salary negotiations

In industries where salary negotiations took place, members were 89% satisfied with the process and the way in which their interests were dealt with.



### Satisfaction of collective members

Member satisfaction in the various industries



From the above it is clear that service is of cardinal importance to employees, and this is confirmed by feedback from our members.

Where to now?

The challenge for 2017-2018 will be to improve on the 85% level of service satisfaction. Globally, the question is:

Did our service meet your expectations or did it exceed your expectations?

Expectations, therefore, are one of the most important factors to be measured when measuring member service, and this means that we have to remain focused on our members' needs and service expectations.





## Service Centre

### Dedicated service

By Danet Terblanche, Head of the Solidarity Service Centre

A service centre is a place where huge volumes of enquiries are dealt with telephonically and electronically. Information about new and existing products is furnished and enquiries are responded to. However, Solidarity's Service Centre offers more than the ordinary call centre. The aim of the Solidarity Service Centre is service – MEMBER SERVICE. We have dedicated and trained agents who strive to make every interaction with a member a special experience.

The Movement's institutions being represented in the Service Centre are the trade union Solidarity, Solidarity Helping Hand and the Professional Guilds.

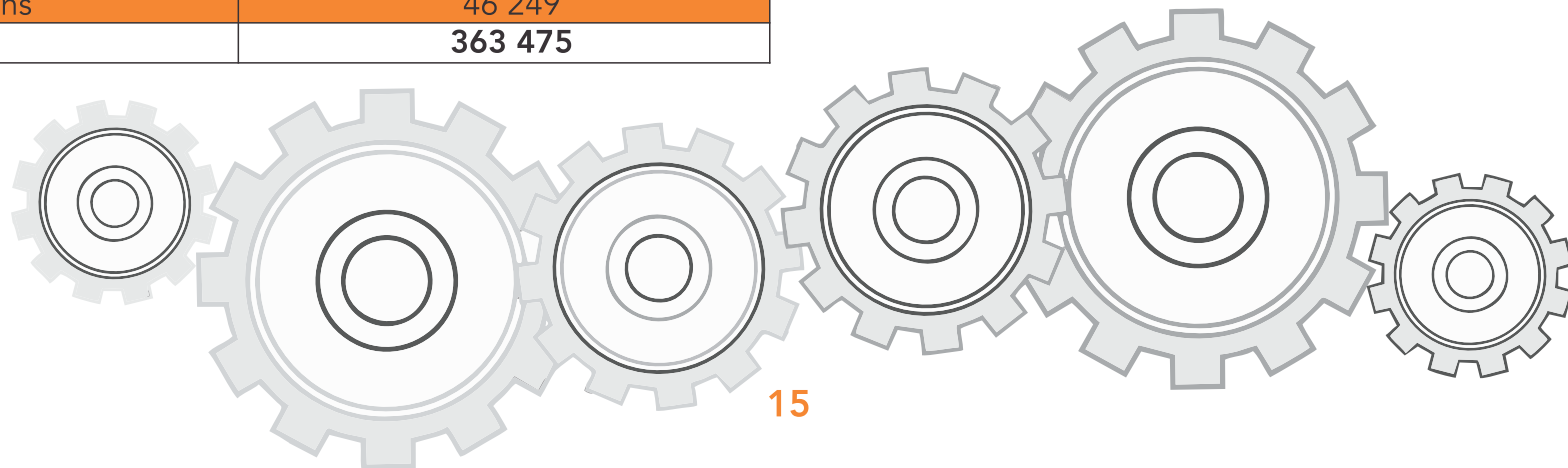
More than 360 000 telephonic and electronic interactions were dealt with during the year. Electronic interactions include enquiries received by e-mail, the Solidarity World, fax, SMS messages and social networks.

The number of interactions with members suggests that the Service Centre is accessible to our members. It is also significant that our members keep coming back for the service experience and also the individual service they receive.

Diensnet is Solidarity's tailor-made member service management system, where every interaction with our members is recorded. The system ensures that we are always aware of what is happening to our members in the trade union environment. A total of 101 985 interactions were loaded on Diensnet by Service Centre agents.



Service delivery	
Interaction	Number
Calls	317 226
Electronic interactions	46 249
<b>Total</b>	<b>363 475</b>



## Chapter 2: Solidarity Labour Relations

### Service to members

Interactions	Number
Labour law advice	20 194
General enquiries	14 464
Civil law advice	1 418

#### General enquiries

Enquiries by members mainly had to do with member status, membership benefits and member cards.

#### Labour law advice

Members received advice on disciplinary processes and hearings, grievance procedures, retrenchments and conditions of service.

#### Civil law advice

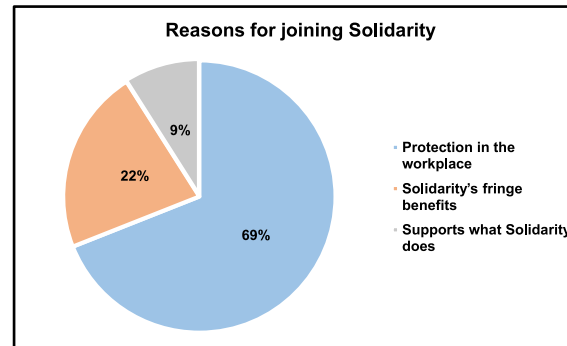
Our advice to members mainly concerned the drafting of wills, leases and contracts of employment.

### Retention of members

Interactions	Number
Members welcomed	20 870
Updating and amendments	14 595
Debit order defaulters	9 566
Cancellations followed up	7 869
Complaints followed up	305
Members won over who wanted to cancel	207

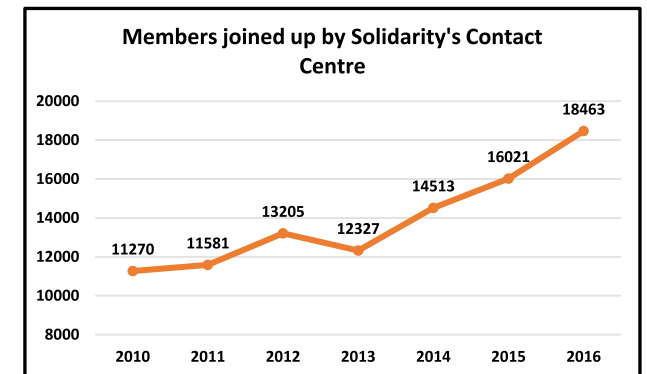
#### Welcoming

During joining and welcoming calls, members are asked why they decided to join Solidarity specifically. From the graph it is clear that members trust Solidarity to be the best trade union for protection in the workplace.



### Service Centre recruitment

Institutions	Number of members
Solidarity members	13 745
Legal Fund contributors	1 372
Building Fund contributors	3 346
<b>Total</b>	<b>18 463</b>



- The Helping Hand service centre agents recruited 5 919 supporters.
- Senbel recruited 7 747 supporters to join.

The Service Centre strives to achieve and improve targets as far as member service, member retention and member recruitment are concerned.

In meeting members' expectations, the Service Centre performed as follows in 2016:

- It has friendly and courteous agents who listen
- Solutions and advice were provided
- Complaints and dissatisfied members were dealt with quickly and fairly.
- Informed agents who know products and benefits
- Agents who want to make difference
- Dedicated agents who are proud to be part of the Solidarity Movement





## Special Projects

### Public Sector and SAPS

*Schalk de Bruin, Head of Special Projects*

In light of the increasing number of Solidarity members working in the public sector it was decided to create internal capacity and to appoint three full-time staff members to focus on the public sector, including the South African Police Service (SAPS).

Solidarity conducted a needs analysis and we also updated our database. However, given the nature of their work, most of these members have already been grouped under other industries, for example falling under Eskom, Sasol, the Agricultural Research Council, or Necsa.

The SAPS has the most members of this number, which can be ascribed to the litigation and court successes Solidarity has achieved of late as far as the SAPS is concerned. In view of similar successes the Department of Correctional Services (DCS) has the second most members. The rest of the Solidarity membership in the public sector is spread across other national and provincial departments.

Consequently, it was decided to prioritise the SAPS by applying for recognition in terms of section 21(8C) of the Labour Relations Act, Act

66 of 1995 (LRA).

The new amendments to the LRA enable a trade union with a significant interest or a significant number of members to apply for recognition (organisational rights). The LRA was amended to add "interest" to the narrow definition of sufficient representation of a trade union. Accordingly, Solidarity has applied for the following rights:

1. Section 12 – Trade union access to workplace
2. Section 13 – Deduction of trade union subscriptions or levies
3. Section 15 – Leave for trade union activities

In the nature of things the SAPS, with the support of POPCRU and SAPU, has opposed our application. Solidarity's position is precisely that those two recognised SAPS trade unions do not have our members' interests at heart and therefore do not offer them an alternative. The PSCBC also became a party to the dispute since it has an interest in it, but it is not opposed to the application. Likewise, the SSBC became a party to the dispute, indicating that it would oppose Solidarity's application.

The hostility from the said role-players comes as no surprise as Solidarity has on numerous occasions succeeded to have the policies negotiated by them declared unlawful and unconstitutional.

At the time of writing, arbitration by the Commission for Conciliation, Mediation and Arbitration (CCMA) was scheduled to take place in Pretoria from 22–24 February 2017. Solidarity

is positive that the arguments we would put forward would result in a CCMA ruling in our favour, granting the above-mentioned rights.

Solidarity would then repeat the same process in those instances where we are of the opinion that we could achieve success in other government departments in the future.

In addition, Solidarity will be organising four public sector conferences during 2017. The programme will be as follows:

1. 3 June 2017	SAPS	Doxa Deo Raslouw, Pretoria	09:00–13:00
2. 24 June 2017	Public Sector	Doxa Deo Raslouw, Pretoria	09:00–13:00
3. 12 August 2017	SAPS Western Cape	Arrangements will be communicated.	
4. 14 October 2017	Public Sector	Western Cape Arrangements will be communicated.	



## Chapter 2: Solidarity Labour Relations

Come and enjoy a Saturday morning with Solidarity and start to build your future in the public sector while enjoying the well-earned protection Solidarity offers. Let us build together.

The theme and programme will be finalised soon and members will be invited to discuss and assist in increasing our membership numbers in this sector. Solidarity will also use the opportunity to meet our members in the public sector with a view to better understanding the challenges they face so we can expand and protect the rights and interests of our members in other departments too.

Please make a note in your diary to attend one of these conferences.

Solidarity is an Afrikaans Christian democratic trade union that believes in the free market economy. Therefore, Solidarity is not socialist, and this point of view will be further explained at the conferences. Colleagues who are not members of Solidarity but who agree with what we have been achieving on behalf of our members, are welcome to accompany you to the conference with a view to joining us.

Watch your e-mails and SMSs as well as social and mainstream media for more details. You may also visit the Solidarity World website at [www.solidariteit.co.za](http://www.solidariteit.co.za) to learn more.

The year 2017 will mark the beginning of the challenging task of organising the public sector in order to promote the rights and interests of our members.

Employees in the public sector who consider joining us, may SMS the word STATE to 34802 (R1/SMS).





## Development

# Development engine helps make Solidarity bigger, better and stronger

By Johan Kruger, Deputy Chief Executive of Solidarity

It is with a sense of gratitude that we look back on the year 2016 as a year in which our divisions and staff excelled, often under difficult circumstances.

Once again one was impressed by a team of special and talented people, each of whom went the extra mile to ensure that Solidarity could enter the new year being bigger, better and stronger.

The year 2016 was undoubtedly a year of major challenges for our country and our people. We are still experiencing turbulent times in the history of our country. This is a time in which we realised what responsibility Solidarity has amid crises to be strong, to work hard, to trust and to create hope for a better future. Our staff have passed those tests with flying colours.

We are a large and dynamic team functioning in various fields. In the same way the different instruments of a symphony orchestra combine masterly to perform a piece of music, so our various departments collaborated closely to help build a free, safe and prosperous future in this country for all our members.

Without exception, we have seized the opportunity to serve Solidarity's members at various levels. The support we have provided to our industries and the organisation at large was offered in a professional and efficient manner.

In what follows, we can proudly report on a year of many records and firsts.

Our legal division handled a record number of cases on behalf of our members, boasting a success rate of around 95% as before. Our competent advisers in the Service Centre dealt with a record number of telephonic enquiries. Our Centre for Fair Labour Practices paid a visit to the United Nations to lodge a complaint against the South African government over its practices of unfair discrimination. This complaint is the first of its kind in the history of the country.

Our news and communication team had a record number of hits in the print, online and broadcast media, thereby ensuring that Solidarity remains excellently positioned in the media. Solidarity's framework of thinking and its views on matters of importance could thus be broadcast to the world.

Our online platform, Solidarity World, was launched and is the first of its kind in the country, and probably in the world. Since its launch in March 2016 until the end of 2016, the various portals that are available on Solidarity World had more than 380 000 unique visitors.

Our Research Institute produced a record number of reports and documents of the highest quality, while research support was given to Solidarity and the Solidarity Movement on an ongoing basis.

The Marketing and Recruitment division, in collaboration with other divisions, launched and successfully completed more campaigns during 2016 than ever before. In this way, we empowered Solidarity and its members to make their voices heard on important issues and helped to offer resistance and exercise pressure where needed.

Our team responsible for the *Solidarity Magazine* issued six stunning magazines during 2016. With its excellent content and fresh look the magazine had the most electronic readers so far during 2016.

Our team also played a key role in the successful hosting of the Crisis Summit, the Summit on the Future and the National Congress.

Having created vital capacity and having made internal changes we are looking forward to launch exciting plans going towards 2020.





## General Litigation Division

### Top assistance in 2016

*By Gerhard Hildebrand, Head of Division*



Litigation is undertaken by a team of 12 legal advisors and junior litigants. Six labour law advisors working in the Service Centre provide telephonic and electronic legal advice to members, while three officials are responsible for the administration related to legal matters. Internal processes and systems are well established and form the basis for giving effective support to members. The division offers labour law advice and assistance to individual members and collective industries and could once again boast excellent results in 2016.

During 2016, the division opened 759 files and handled 1 103 legal enquiries. Members have been represented in 439 arbitrations, 397 conciliations, 57 disciplinary hearings and at 259 retrenchment meetings. Legal advisors had 1 674 consultations with members.

The department obtained 34 arbitration awards on behalf of members, compared to 2 awards in the employer's favour, signifying a success rate of 94%. In five instances an award for re-employment was given and in four instances re-employment was achieved as a result of the

settlement that was reached. An amount of R54 039 210,00 in the form of settlements and arbitration awards was negotiated on behalf of members, compared to the R49 786 875,00 negotiated in 2015. In 346 of the cases settlements were reached, many of which were reached before any litigation had been embarked upon. A total of 87 settlements were reached during retrenchment meetings, 11 were reached at a grievance level, 111 were reached during conciliations, 49 during disciplinary hearings and 88 during arbitrations.

The labour law advisors handled 34 580 calls and 4 341 electronic enquiries. In total, the law advisors offered labour law advice in 38 921 cases.

Given the above statistics, it is clear that individual members can rest assured that a formidable team is on their side to address any unfair labour practices in the workplace. Moreover, it is clear that Solidarity is not just focused on dealing with high profile cases, but that each member is important to us.



## Labour Court Division and Centre for Fair Labour Practices

### Outstanding successes in 2016

By Anton van der Bijl, Head of Division

The Labour Court Division and the Centre for Fair Labour Practices are headed by Anton van der Bijl. The divisions consist of 12 highly skilled members of staff whose overall responsibility it is to achieve Solidarity's strategic goals by means of labour court litigation and the running of Solidarity Legal Services' Facebook page and website. The divisions fulfil various other lesser responsibilities as well. The Centre focuses specifically on issues that relate to unfair discrimination and black economic empowerment.

By means of introduction, it should be stated that, in terms of achieving their strategic objectives, the divisions had a most successful year. Not only did the division prove itself consistently as a strategic player in South Africa's Labour Law sphere, but also as a formidable guardian of our members' interests in the workplace. We litigated and handled several high public interest court cases with great success. In this regard, reference is made to the matter of the SABC 8 which was successfully handled by the Labour Court division, as well as the case against the Department of Correctional Services in which the Centre obtained a sound

victory in the Constitutional Court on behalf of Solidarity's members. It goes without saying that those victories could only be achieved thanks to our members of staff. It can be stated without any measure of doubt that sufficient support was given to Solidarity's industries with the aim of promoting the common goal of effective and excellent service delivery. Collective litigation was thus undertaken as a team effort, and the departments and respective industries complemented each other exceptionally well.

It is also a privilege to state that support for Solidarity Legal Services' Facebook page has increased to over 7 000 members. Legal Services' social networks have been expanded to such an extent that they offer a one-stop service to our members providing, among other things, legal assistance and answers to queries our members have.

In 2016, we have built on 2015's successes by empowering the department's staff on an ongoing basis through training and development. We were also successful in creating a culture of caring in the divisions. Thanks to this culture, staff satisfaction levels are

higher, and as a result, performance was upped. By these actions we have succeeded to ably provide a valuable service to individuals and to Solidarity's industries.

Actions	2016
Sum collected on behalf of members	R11 599 676,84
Total number of court appearances	146
Total number of consultations and meetings	365





## Solidarity Research Institute

### Quality research

By Johan Kruger, Acting Head

The Solidarity Research Institute (SRI) experienced a very successful 2016. In spite of losing a few staff members who had been at the institute for years, we could still deliver quality research outputs. Three SRI stalwarts, Piet le Roux, Nicolien Welthagen and Reint Dykema, transferred to other institutions within the Solidarity Movement and Paul Joubert, also a reputable researcher at the SRI for many years, moved to the USA. The SRI is therefore currently rebuilding its corps and we are excited that the new appointments will take the SRI to new heights.

In 2016, as usual, the SRI's researchers have succeeded in delivering credible research support to individuals and the industries within Solidarity and we were able to provide many reports with interpretations from within our ranks. The quarterly Labour Market Report, as well as the daily news agenda and labour news show an increasing number of readers on an ongoing basis as they remain some of our best products.

We further provided a large volume of research material and several databases were updated. The SRI contributed many articles with commentary and analyses on current issues to the *Solidarity Magazine*, the "Solder" and the Solidarity blog, as well as to other newsletters within the broader Solidarity Movement.

The SRI's support in analysing companies' financial positions to strengthen our negotiators' position has been an important contribution to Solidarity's service to its members, especially given the climate of extensive retrenchments in the country.

In 2016, the SRI published several research reports which received good media coverage each time. The SRI and the Communication Division functioned very well in tandem in the past year as the institute's reports and commentary on current topics serve as an important contribution to the division's annual outputs. SRI researchers also served as spokespersons on matters where expert knowledge was needed, which enhanced Solidarity's credibility in the media.

Lastly, in 2016, the SRI was closely involved in the campaigns Solidarity launched by creating depth to the arguments on which the campaigns had been built.



Labour Market Report



## **Electronic Communication**

### Electronic and graphic communication division

*By Lindie de Beer, Head of Division*

The year flew by for the electronic communication division, almost as fast as it takes to download a new app for your smartphone these days—and that is as quick as lightning.

In 2016, Solidarity's electronic communication division reached new heights as far as our electronic platforms were concerned. A few highlights included the following:

The Solidarity World celebrated the second year of its existence on a high – **150 000** unique visitors. This record number followed 2015's high of 60 000 unique visitors.

**This is the first time in the history of the trade union Solidarity's website that so many visits have been recorded.**

- More than 10 000 people have joined the trade union via the 1 Minute facility on the Solidarity World.
- The team responsible for Solidarity World's content published more than 42 lifestyle articles a week.
- Also in 2016 Solidarity launched the first Afrikaans Law App, namely Regskliek. After the first month of its existence, the app had already been downloaded more than 3 000 times.
- Solidarity took important media occasions to every person's desk throughout the country as it started to broadcast important events live on social media in 2016, making it possible for every member to be part of events that affect Solidarity.
- The graphic team worked tirelessly to present all material in a visually appealing manner. Thanks to the graphic designers' creativity and hard work a record number of designs saw the light and two new corporate identities were designed for institutions within the Movement.



Thanks to the electronic and graphic communication division's dedication Solidarity remains at the forefront of the world of technology that is moving faster by the day. We are planning exciting projects for 2017 and look forward to reaching new heights.



## Marketing

### Marketing

By Erna Olivier, Head of Division

*“The year 2016 will be documented as one of the worst drought years ever experienced in South Africa.”*

Those were the words that appeared on the invitation to the Drought Auction with which the marketing team launched 2016. Little did we know that 2016 won't be remembered only for the drought but also as a year of “believable” outcomes, answered prayers and waters of

mercy which slowly but surely gave life back to the earth. The year 2016 was a year of creating hope. Solidarity is an institution that creates solutions every day. Here are a few highlights for which the marketing team was responsible:

- An auction of photos with the theme “Drought” was organised to create awareness and to raise funds for our farmers.
- We honoured stars in our community. They are ordinary people who did extraordinary things, such as policemen who served their community, emergency workers who risked their lives for others, a special doctor who walked the extra mile for a mom and her very ill son, and an ordinary man who assisted the community when a mine closed its doors unexpectedly overnight.
- We awarded three fully paid bursaries to three loyal Solidarity members' children for the third year in a row so that they would be able to study at Akademia.
- We offered solutions to worried parents and teachers at our Summit on the Future of Afrikaans Education and equipped them with a guide for independent fund management of schools.
- Solidarity appeared before the United Nations' Committee on the Elimination of Racial Discrimination and placed the government's unfair affirmative action practices under the magnifying glass.
- The number of Solidarity Legal Fund members doubled within a year. These members contribute monthly to a fund to fight affirmative action. We had the Employment Equity Plan of the SAPS declared unlawful, we obtained an interdict against the SAPS's promotion policy and we helped an employee of the Tshwane Metropolitan Council who was appointed retrospectively after he had been discriminated against based on his race and gender.
- The year 2016 was a time of major disruptions on various campuses across South Africa. So many people have decided to support Solidarity's Building Fund that the plans to expand the already existing training institutions got an immense boost.
- Solidarity created hope with a very successful awareness campaign: #WeBuild. Our message is that you have control over your future when you build it yourself.

“ *The only future you can predict is the one you build yourself* ”

*- Flip Buys*







## News, content and public relations

### News, content and public relations

By Juran van den Heever, Head of Division

In 2016, the newsroom, in conjunction with the rest of the communications division, helped build and protect the reputation and image of Solidarity through transparent and accurate content that included articles, media releases and blogs. This content has always been the spindle around which the new online world revolves and which leads to tremendous response to and discussion on our social media. From a media point of view it was a positive year which afforded people the opportunity to become more familiar with who and what we are.

#### Publicity

In 2016, Solidarity created news coverage worth more than R190 million. This coverage can be

attributed to almost 500 press statements that have been taken up by the media. This includes coverage in newspapers, on radio and on television. In 2016, 83 articles and 87 blogs were also published on the Solidarity World.

#### Newsletters and blitzes

Solidarity distributes its weekly electronic newsletter, Solder, to 49 000 members.

#### Solidarity Magazine

Solidarity publishes its *Solidarity Magazine* every two months. The print version is distributed to 60 000 people every month, and the electronic version to 43 000 people. The circulation figure

of the magazine is 309 000.

#### Language Service

In 2016, Solidarity had only two full-time language practitioners as well as a team of freelance language practitioners. This team edited and translated more than 1,4 million words in 2 290 documents.

#### Social media

The trade union's social media pages showed tremendous growth. Solidarity's Facebook page kicked-off with 74 000 Facebook followers at the beginning of the year and concluded the year with 120 000 supporters. The trade union's

Twitter account had 19 450 followers in December, compared with the 14 500 at the end of 2015.

In 2016, Solidarity particularly made the news with regard to the following:

- SABC 4 in the Labour Court
- Retrenchments at Highveld Steel
- Disaster at Lily Mine
- DCS
- #LetsBuild
- Afrikaans on campuses
- #FeesMustFall
- Visit to the UN about affirmative action and quotas in sport





## **Finance; Personnel Management and Development**

### Finance; Personnel Management and Development

*By Appie Pienaar, Chief Financial Officer*

Financially speaking, 2016 was a particularly successful year for Solidarity. This may be ascribed to thorough planning and disciplined management by the various section managers, accurate bookkeeping by the Financial Section and continued support by the trade union's Executive Council and Executive Committee. The Legal Fund experienced a year of excellent growth. As in the past, the trade union again received an unqualified external audit report.

The Building Fund made a huge contribution to ensure that our institutions could be further developed. Institutions such as Akademia, Maroela Media and Sol-Tech benefited from our financial support, showing substantial growth during the past year. In the past, the Building Fund was funded mainly by Solidarity members, but during the past year the general public became much more involved, making a substantial contribution to the fund. Looking back on the activities during the past year, one can proudly say Solidarity has become synonymous with the word "Build".

The Personnel Management and Development Division has been doing sterling work in ensuring staff well-being in the midst of the demands made on our staff by a typical workday in the union environment. Because of the financial challenges faced by management during the year, careful consideration had to be given to the filling of vacant positions. This often resulted in staff having to do more than their normal workload, and for this we thank them.

The trade union's world-class member administration system ensured that communication with members could take place effectively and that the necessary service to our members could be rendered as cost-effectively as possible.





## Member Administration

### Administration helps build a better future

By Dawid Durie, Deputy Chief Operational Officer

In a volatile labour environment and an increasingly challenging recruitment environment, we once again showed that Solidarity is the market leader when it comes to administrative systems and processes. Our systems have been developed and are applied to streamline the administrative staff members' tasks. Solidarity's member numbers increased significantly with the **26 401** new members recruited, as well as the **25 845** support members who joined Solidarity.

#### Company administration

This team once again played an important role in Solidarity's success with a **100%** collection rate of members' payments and company reconciliations in 2016. An average of **1 034** reconciliations per month for an average member total of **50 159** per month have been collected. The total amount with regard to collections was approximately **R64 758 669**.

#### Membership administration

A total of **42 869** applications were loaded – **61%** more than in 2015 – and **25 070** new membership cards have been issued. The Legal

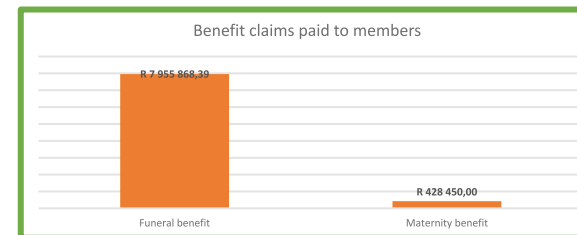
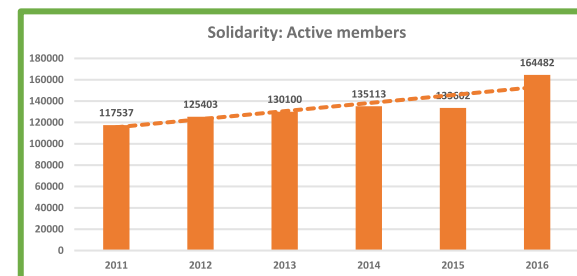
Fund and Building Fund performed extremely well and approximately **23 158** new applications were loaded in 2016; the total for 2015 was **14 600**. Communication to our members reached new heights with the **686 268** text messages with important information which were sent to our members in 2016.

#### Claims division

This division handled **1 061** claims for death benefits and we paid **5,5%** more out in funeral benefits to our members than in **2015**. An amount of **R2 719 746** was paid out as a cash benefit and **R5 236 122** was the total for funeral services. Maternity claims for 2016 totalled **315** to the value of **R428 450**, and we handled 20 claims with regard to permanent medical disability for which **R27 360** was paid out. The total amount with regard to benefit claims in 2016 was **R7 955 868**.

#### Solidarity regional offices

We made some changes to our offices to align them with Solidarity's plan on the way to 2020 by implementing new video technology, and by upgrading facilities according to the corporate



identity guidelines at certain offices. The Centurion Office has been fully equipped with the latest technology and the Boksburg Office underwent a make-over. Approximately **15 600** members visited the regional offices in 2016.

During 2016, two apps were launched, namely the referral app to simplify recruitment and another one for trade union officials and shop stewards to perform their daily duties in a more efficient way. In 2017 we will focus on several

projects to the advancement of the trade union and the administration department is well equipped to see to it that all systems function properly.



## Finance

# Financial security growing strongly

*By Anneri de Jager, Head of Division*

Like any other year, 2016 got off to a quick start with the annual audit that began as early as the end of February. We are happy to state that Solidarity once again received a clean audit report. The audit process was facilitated considerably by the close cooperation with our auditors and ongoing improvement of financial processes.

The Finance Section experienced a number of staff movements during 2016 owing to retirement and better opportunities, but we are certainly getting stronger and stronger. Fixed assets were sorted out during the year and processes to promote better management and control were put in place. Every asset was given a bar code, which facilitates auditing and reviewing.

The year 2016 was tackled with Solidarity's five-year plan in mind, namely to achieve a 5% operating surplus by 2020. Thanks to the close cooperation and trust between section heads and the Finance Section it is so much easier to achieve our objectives.

Share markets performed much better in 2016 than in 2015. The investment at Prima Batebestuur (Pty) Ltd also benefitted from this growth. A lower fuel price was another positive factor, while everybody worked hard to achieve cost savings.

The establishment of the Division for Professional Guilds and S-Leer, the centre for continuous learning, forced the Finance Section to think anew about reporting and effective accounting systems. The Centurion and Boksburg offices were successfully completed during 2016 as part of the Corporate Identity project, and these two offices are indeed something to be proud of.

The Finance Section staff are thanked in particular for their accuracy and continued hard work in 2016, which played an important part in successfully managing Solidarity's finances.





## **Personnel Management and Development (Human Resources)**

### **New initiatives for personnel management and development**

*By Anneri Leach, Head of Division*

During 2016, the Personnel Management and Development Section emphasised several areas where wellness, training and personnel development again were the main focus. The approach to wellness was more holistic in 2016, and a few new initiatives were launched. These initiatives included a prayer meeting every Monday morning where we give staff members an opportunity to grow together at spiritual level and to support one another. Currently, there are three groups, and every month more staff members join in. In addition, the network of counsellors was expanded nationally, and regional staff and full-time representatives will henceforth have easier access to this support service. Much time was spent on personnel

development at individual level and further research to develop a talent management strategy. The first elements of this strategy will be rolled out in 2017.

Solidarity expanded its internship programme, and in July 2016 ten interns again took part in this programme for Labour Relations. One of the interns was also offered another year of internship for 2017, specifically in Labour Relations. Another intern did her internship with the Communication Division and was permanently appointed as language practitioner in 2017. Further internships will be launched in 2017.

A total of 24 new staff members joined the trade

union, 18 staff members were appointed to new posts or promoted within Solidarity and 10 moved on to other institutions within the Solidarity Movement. Only a small number of staff members resigned. Solidarity can be proud of a low staff turnover and a high level of loyalty. Owing to sound budget and capacity management it was possible to create new, strategic posts in critical sections without putting pressure on the budget. In 2016, there were 14 staff members with 5 years' service, 14 with 10 years' service and 4 with 15 years' service. The opportunities for staff members to grow internally, including personal development and training, contributed to this loyalty. A total of 15 staff members at management level underwent leadership training and 22 members completed

the StrengthFinder, which forms part of personal development, leadership development and team dynamics. This training and development will be continued in 2017.

Solidarity was able to grant financial assistance to 19 staff members who started tertiary studies in 2016 and to 22 staff members who were still continuing the studies already embarked upon. Seven persons successfully completed their studies in 2016, one of them being Cilleste van Dyk, who obtained a master's degree in Journalism. Furthermore, 38 different short courses that were presented were attended by 128 staff members.



## **Responsible building and maintenance**

### Responsible building and maintenance

*By Henk Schalekamp, Chairperson and Tjaart van der Westhuizen, Managing Director*



The Solidarity Investment Company (SIC) is the holding company of the Movement's businesses. The role and place of the SIC is to establish businesses (subsidiary companies and others) that are in line with the Movement's goals to give its members sustainable access to specific services. These services include financial services

products, technical training and higher educational training by means of a distributed learning model. SIC, together with Solidarity Properties and the Campus Trust, are responsible for the proprietorship, development and maintenance of the Movement's properties.

The year 2016 built on the successes of 2015, and SIC and its subsidiaries reached new heights.

The SIC group of companies' gross turnover increased by 17,7% to R79,3 million in 2016. The most important contributing factors included the strong year-on-year growth in student numbers

at Akademia and Sol-Tech as well as the strong growth in Solidarity Financial Services. In 2016, the gross value of the assets under management in the SIC group increased by 28% to R211,4 million.





## **Solidarity Financial Services (Pty) Ltd**

### Responsible expansion and support

*By Francois Smit, Managing Director*

Solidarity Financial Services (SFS) has again reached several milestones in 2016.

SFS converted the traditional Solidarity Car and Household Insurance Scheme in July 2016 and is currently only marketing the Virseker brand to Solidarity and AfriForum members. The result will be an increase in the total contributions received by Virseker Trust on future business and it will strengthen the work for which the Trust was established.

The total client base in the short-term insurance business has bypassed the 12 000 level, while the Virseker Trust also received contributions from

another almost 13 000 of Virseker's direct business clients.

SFS also exceeded the R200 million level of clients' assets under management and we are anticipating good growth in this department in 2017.

The turnover of SFS grew by almost 16% in 2016 and it now stands at almost R15 million, whilst the operating profits increased by almost 22% and now stand at R10,5 million.





## **Solidarity Helping Hand**

### Prevention of and breaking free from poverty

*Dr Danie Brink, Chief Executive of Solidarity Helping Hand*



Solidarity Helping Hand has managed to address poverty among Afrikaans people effectively with various projects throughout the year. These projects to accomplish Helping Hand's vision are still growing thanks to continued support from the public. We have grown our number by 3 873 supporters who make loyal contributions to our focus to relieve and prevent poverty among people, and to help them to break free from poverty.

Helping Hand has prevented future suffering of young people in 2016 by making huge investments in their tertiary education and by

assisting more than 500 Afrikaans schools' teachers and learners. Through effective school education and facilitating access to tertiary qualifications, Helping Hand is helping them build a barrier against poverty.

Driven by our vision to end poverty among people we achieved the following in 2016:

- R31 million in interest-free study loans were granted to 1 260 students;
- 4 600 grade ones received school bags;
- 4 420 toddlers received a plate of food every school day (sometimes the only food they get on

that day);

- 3 697 indigent girls received sanitary products every month to prevent them from missing school;
- 1 060 maths teachers received the latest information through training which has had an impact on around 159 000 Afrikaans children's maths performance, thanks to the training initiatives offered by the Support Centre for Schools;
- 166 Helping Hand branches countrywide completed 1 633 projects to the amount of R8 227 684;
- 2 community centres were successfully operated to provide a safe environment for

children after their school day and to provide them with space to do their homework and other activities;

- 40 persons were taught how to develop apps for cell phones; and
- 11 companions have looked after and cared for 500 of our country's elderly as part of Helping Hand's Companionship Project.

Solidarity Helping Hand wants to thank all our supporters for helping us to tackle these projects during 2016. Thank you very much for being part of the solution!





## AfriForum

### Highlights of 2016

By Kalie Kriel, Chief Executive of AfriForum

#### Community affairs

During 2016, the Community Affairs section again focused on enhancing the quality and depth of management of AfriForum's existing 100 branches. Following a branch reorganisation process that ended in August this year, there are now 105 AfriForum branches. Further developing and strengthening of existing branch structures is an overarching motivation for the section. For this reason, greater emphasis was placed on establishing committees within the existing branches this year.

The result of the process of reorganisation was that the number of branch management members increased from 450 in August 2015 to 1 060 in August 2016. In addition, there are at present about 3 300 neighbourhood watch patrollers who are formally part of the active structures of committees of AfriForum branches. At present, AfriForum is actively organised in all the provinces and in most municipalities.

Some highlights of the year:

- Nine provincial planning conferences and nine

training conferences were held.

- The section recruited 14 700 contributing branch members (42 000 in total).
- AfriForum's 79 neighbourhood watches this year staged two national and two provincial mass patrols and numerous local patrols, during which 323 279 man-hours were mobilised and 83 930 km were covered.
- The WAR on Crime report was released.
- Good progress was made with concluding a memorandum of understanding between AfriForum and the SAPS.
- The water quality of 7 000 000 people was ensured thanks to our actions.
- A total of 2 000 000 litres of water were supplied to drought-stricken communities.
- A total of 16 000 potholes were repaired.
- AfriForum branches this year planted more than 1 832 trees.
- 525 branch management members acted as election observers during this year's local government elections.
- 119 branches and prospective branches participated in this year's Auditor-General project aimed at fighting corruption at municipal and provincial level.
- During the Month of Self-reliance

approximately 1 000 stop signs, 50 pedestrian crossing signs, 50 yield signs and 50 speed hump signs were erected at crossings where those signs had been stolen or run down, while unsafe crossings, speed humps and pedestrian crossings were painted. Reflectors were installed at unsafe crossings and 32 000 metres of new road markings were painted.

AfriForum Youth's highlights of 2016 include:

- The joining of about 4 000 contributing members
- 5 000 student members
- Establishment of 79 youth committees in branches

- Organisation of youth branches on campuses
- The Church Street name board campaign
- The resolution of campus violence earlier this year
- Internship programme
- Following the Rebellion tour
- Participation in four SRC elections (Although campus elections were thwarted by the latest wave of campus violence, the election campaigns at Tuks, Kowsies, Maties and CPU's Wellington campus resulted in AfriForum Youth being recognised as a country-wide role-player and the organisation now has a basic framework of campus activists across the country.)



## Chapter 7: AfriForum

Progress was made with the development of structures for community safety and accompanying support by AfriForum. AfriForum's actions concerning neighbourhood watches has been the most prominent aspect of our local activities and will be expanded in 2017. With a view to engaging more people actively in our structures, 2017 will see a huge focus on the development of local government, environmental and youth committees of the various branches.

### National Campaigns

AfriForum is launching a campaign to assist drought-stricken areas.

The anti-corruption unit, in collaboration with Paul O'Sullivan, forensic detective and certified fraud investigator, was introduced at a media conference.

AfriForum added its voice to other civil rights organisations and prominent South Africans who objected to the apparently improper actions of the Falcons to prosecute Pravin Gordhan, Minister of Finance.

AfriForum launched a national petition asking for the resignation of Hlaudi Motsoeneng, chief operations officer of the South African Broadcasting Corporation (SABC).

AfriForum and Solidarity will be opposing the ANC's race ideology at the UN in view of the fact that Fikile Mbalula intends to enforce sports quotas in South Africa.

At a joint media conference held by AfriForum

and Lt Gen Khomotso Phahlane, acting National Police Commissioner, it was announced that farm murders would be prioritised officially.

Focus areas for 2017 include:

- Chapter 9 institutions
- Drought assistance to farmers
- Constitutional spaces
- Corruption
- Quotas in sport
- Media freedom
- Farm murders
- Racism and hate speech
- Engaging with the United Nations
- Tainted Heroes (distortion of history)

### International Language and Culture (ILC)

The continued existence of Afrikaans as a high-function language is coming under pressure more than ever before, especially with the four former Afrikaans universities (UFS, UP, Unisa and SU) having abolished or dramatically reduced their Afrikaans offering in 2016. AfriForum will therefore continue in 2017 with legal action against the downscaling of Afrikaans as medium of instruction at public universities.

In 2016, the one-stop education information page was created, which assists parents or teachers with problem situations as far as schools are concerned and addresses education-related issues.

A theatre production, Slimkoppe, is aimed at Afrikaans grade 8 to 12 learners and facilitates open-mindedness about mother-tongue education, the value of one's language and the

success one can achieve in it if one continues learning and studying in one's mother tongue.

With its "Wandel met Waardigheid" campaign, AfriForum aims to instil positive values and to give schools an opportunity to showcase what they are doing to ensure that their school has the best code of conduct/disciplinary policy and that they really are a value-driven school.

The popular "Dink of Sink" (Think or Sink) debating competition – an AfriForum project – was successfully presented in 2016.

AfriForum is continually involved in legal actions aimed at the protection of schools' Afrikaans language policy (as mentioned above), ethos (e.g. the court case to protect schools' right to maintain a Christian ethos), infrastructure and standards. Pressure on functional schools in this regard has been increasing sharply. Where possible, actions are coordinated with FEDSAS and SATU.

AfriForum also focuses on stimulating high-quality mother-tongue education and leadership development among Afrikaans youth. Among the projects in this regard that will be continued and expanded in 2017 are the "Spel en Speel" spelling competition for Free State primary schools, the "Dink of Sink" debating competitions for primary and high schools that will now be run in Gauteng, the Free State, the Western Cape, North West and possibly even in Namibia, and also the "Wandel met Waardigheid" campaign to promote discipline in schools.

Afrikaans Vriendelik (Afrikaans Friendly) is an

AfriForum initiative offering consumers a service to trace businesses on a website. The Tinteltong Awards that compliment businesses on the way they are promoting Afrikaans are one of Afrikaans Vriendelik's initiatives for 2017.

Wêreldwyd (Worldwide) is an AfriForum initiative to share news and information among South Africans living happily abroad, or people who used to live abroad and are back in South Africa, or people who are still living outside the country's borders but wish to return one day. Wêreldwyd's Wêreldgids (World Directory) offers true South African shopping in your part of the world. In 2017, the Wêreldwyd campaign will focus on expanding the database of interested persons and co-workers. News from AfriForum and the Movement is now conveyed to them weekly and it has been met with positive reaction.

### Projects

AfriForum was established to anchor, develop and promote sustainable service delivery in our mother tongue in the technological field.

Fliek op die Veld is a countrywide road show featuring the Afrikaans film *Modder en Bloed*.

# Chapter 7: AfriForum

The section will be focusing on the following projects during 2017:

1. AfriForum 911
2. Kokoriba, Aan de Vliet and Santana holiday benefit
3. AfriFoon
4. CTrack
5. AfriForum GPS
6. One/One member benefit programme
7. AfriForum Helpmekaar app
8. Fliet op die Veld

## Forum Films

Forum Films, an AfriForum initiative, was established in 2016.

Forum Films has divided its projects into several categories, namely:

### Forum Films programmes

- A current affairs programme called Konteks
- A debating programme called Spêrvuur
- A children's programme
- A hard activist programme called Memo
- A weekly short video on AfriForum events to inform members and also to give the service centres an opportunity to better understand the information being conveyed
- An interview programme hosted by Chris Chameleon. He interviews legends and/or high-profile people.
- A Forum news programme where important and breaking news can be shared with the public. These are videos that have to be shown on the same day.

### Forum Films documentaries

During 2017, planning will be done for the following documentaries:

- Neighbourhood watch/community safety
- Breaking the Rainbow
- Corruption

### Seminars and talks

- All S-Leer seminars are recorded.
- S-Leer offers a programme called Blitsleer featuring short informative talks given by expert speakers.

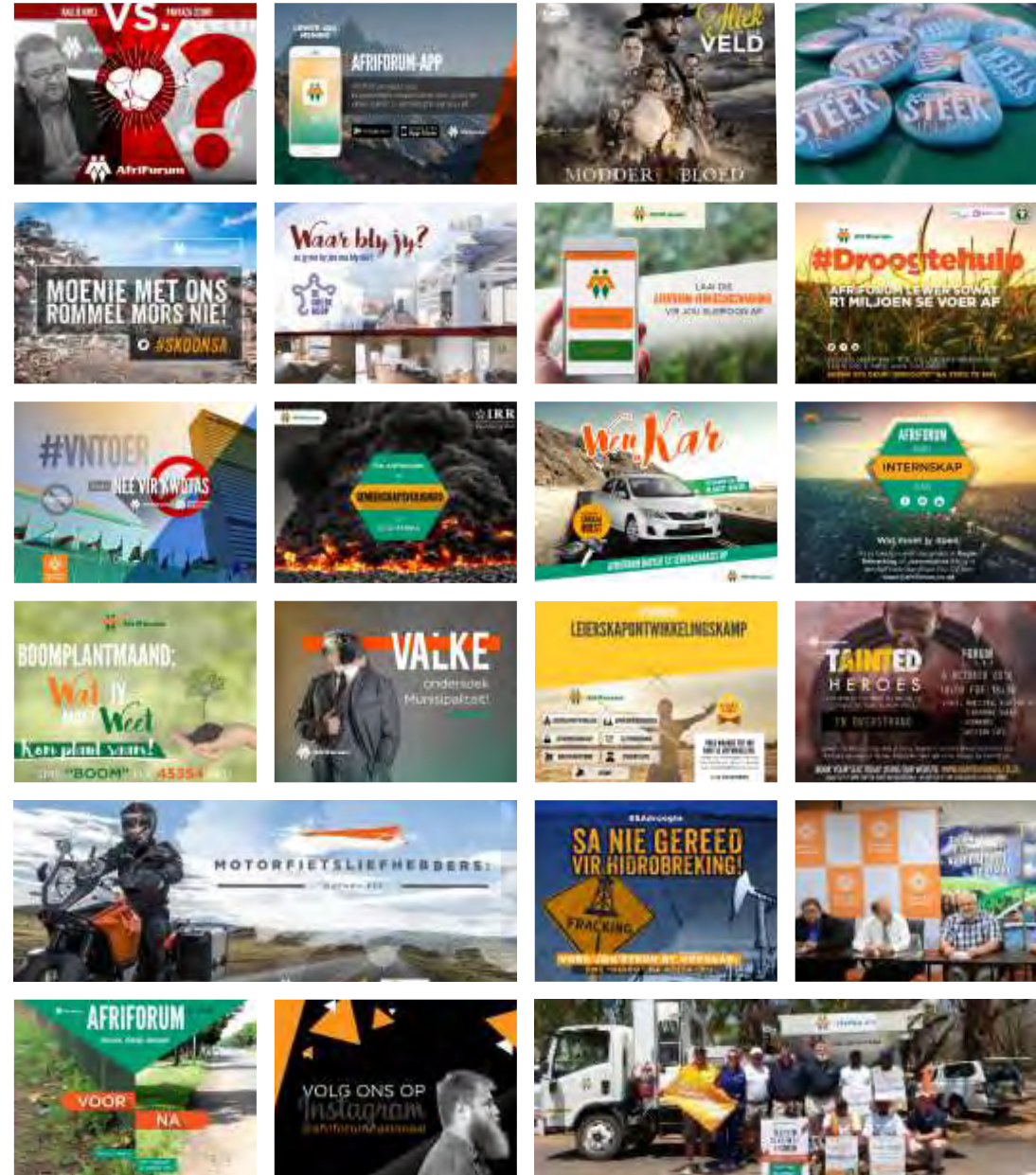
### Other

This includes requests by external companies and/or requests from the Movement's own institutions. Those include:

- Action videos
- Insight/Message videos
- Marketing videos
- Advertisements
- Music videos
- Training videos
- Sound recordings for radio stations
- Press Releases
- Conferences

### Films

Forum Films is currently producing its first film, titled *Begron*.



**Notes:**

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**Annual Report Team 2016**

Compilation:	Cilleste van Dyk
Editing:	Alta van Niekerk
	Christa Meyer
	Doreen Swart
	Salome Coertse
Layout and design:	Ansie van Niekerk
Photos:	Reint Dykema