

[illegible]

QQIDELIHES\_EQB\_MABSHAL&;SXSIEM&

1. A marshal: system is required that can operate at the branch, sub-regional and regional levels.
2. ARC marshal structure should fall under the ANC leadership (National, Regional, zonal and branch levels).
3. The role of the marshals is to provide security and control at all political events such as meetings, rallies, marches, demonstrations, vigils, funerals etc.
4. When deemed necessary the marshals shall dress in uniforms. They must be trained to control crowds, keep order and provide security at various functions. -  
They must be fit and trained to march in unison. They are volunteers who accept a high degree of discipline and through their smart image and morale act as builders of the ANC and a force for political mobilisation.
5. Every branch needs to have a marshals unit. We should aim at mastering 10 volunteers for every 100 members. This unit or units (ten units of ten marshals for a thousand member branch) fall under the command of the Chief Marshall of the branch. (BCM - Branch Chief Marshall). The BCM is accountable to the branch Organiser from when he/she receives his/her instructions.
6. These marshals can perform other security functions for the branch. They can provide the nucleus for security patrols in the area and act as a communication link between branch members during times of emergency. -
7. Their main function is that set out in 3 (above) at the branch level. When branches combine for any activities requiring marshalling, then the marshals units combine. They then fall under the command of the Chief Marshall of the Sub-region (SRCM - Sub-Regional Chief Marshall).
8. The SRCM is accountable to the Sub-regional Organiser and receives instructions from him/her.
9. The SRCHs all fall under the command of the Regional Chief Marshall who in turn is responsible to the Regional Organiser from when he/she receives instructions.
10. The Regional Chief Marshall's also fall under the command of the National Chief Marshall who in turn is responsible to the National Organiser.
11. At each level - branch, subregion, region and national- the Chief Marshall is assisted by a committee of instructors and deputies.

At the branch level 1 or 2 deputies - depending on the size of the branch - can suffice.

These deputies will assist the CM in the duties of providing instruction for physical training, marching, crowd control, police liaison and security.

The numbers may increase at sub-region and regional levels as well as the NCM's committee, but should not exceed 5/6.

12. One line of instruction from the political structure to the marshalling command and down to units shall exist. The Region, Sub-region or branch will provide instructions and request to the Chief Marshall or marshalling structure to execute at Regional, sub-Regional or Branch level.

When activities are held at a branch level the BCM is totally under the instruction of the branch organiser. It is only when the branch falls under the sub-regions instruction for an event at the sub-regional level that the BCM receives technical orders from the SRCM. The same applies when the subregion falls under the regions instructor for an event at the regional level. Then the SRCM receives technical orders from the RCM.

At every stage the Chief Marshall must keep the organiser appraised of the instructions from above. The organiser will also be briefed from the organiser at the higher level so that information will flow in parallel from top to bottom and horizontally between Organiser and Chief Marshall.

13. At national and regional levels a sub-committee of the NEC/REC should be responsible for the marshals, e.g. Chief Organiser, Chief Marshall, MK and Nat. reps.

14. Since individual members of MR are also members of a branch their participation in marshalling system is imperative. 'The branch can allocate tasks to any individual.

15. Marshalls should be trained in the use of unarmed defense.

16. Whilst the marshals must become the protective force of our organisation, our leaders and membership during public functions they could well constitute the core of a people's police force of the future. They differ from the 800's however in that they are not the para-military self protection units of the community-

17. The ARC marshals structure should combine with those of CQSATU and the PARTY to form a combined marshals force of the alliance. -

18. Finally, we should bring together for discussion of these guidelines the various Chief Marshals in the country. We already have a useful booklet on the tasks Of marshals during rallies and demonstrations.