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CONSTITUTIONAL ASSEMBLY

EDWARD SHALALA

COMMUNITY LIAISON DEPARTMENT

YEAR END REPORT

1994

THE DIRECTORATE

Hassen Ebrahim

Louisa Zondo

Marion Sparg

COMMUNITY LIAISON DEPARTMENT

YEAR END REPORT 1994

12 DECEMBER 1994

INTRODUCTION

The Community Liaison Department came into being on the 1st of September 1994. The most important focus has been the conceptualisation and development of a public participation programme and in particular the community liaison component thereof. The broad outlines of the campaign and its mechanisms have been completed and approved. Our present work involves planning a programme of action. This process encompasses a number of elements which are dealt with in this report.

Section 1

WORK PLAN

12 December 1994 to 30th February 1995

1. SACS Workshop 12 & 13 December - this workshop is intended to introduce the relevant personnel at SACS's regional offices to the community liaison programme. Once they have been briefed and consulted they will be required to report by the 9th of January 1995 on the following issues;
 - the demographic situation in each province;
 - logistical considerations;
 - transport, accommodation and security of the Theme Committee members
 - what preparations are necessary in each community for the holding of a constitutional public meeting.

(there has been some confusion about what is the most appropriate name for the public participation event that will involve members of the Theme Committee's meeting with communities. It has been decided to consider forums as a generic term and henceforth use the title Constitutional Public Meeting (CPM). We also felt that the use of the word hearing could cause confusing with the work of the Truth Commission.)

Regional co-ordinators and project managers will be asked to survey their areas in order to establish what needs to be done to prepare a community for the arrival of a Theme Committee. Regional offices will need to pay attention to workshops, banners, posters, leaflets, media coverage, community events like carnivals, music and the viability of consulting with Transitional Local Councils and Transitional District Councils.

2. 9 January 1995 - Community Liaison re-opens

- The reports of SACS regional structures will be analysed and detailed planning will begin.

3. 10th or 11th February

- briefing of Provincial Premiers at the Constitutional Assembly in Cape Town and consultation with them in relation to the issues layed down at 6.3.7 on page 135 of the Constitutional Committee work plan of the 2nd December 1994. This is a provisional date and finalisation will depend on the availability of the Chairperson and members of the Directorate. Amongst other things the Provincial Premiers will be asked to recommend the most appropriate areas in their provinces for the holding of Constitutional Public Meetings. They will be asked to forward their suggestions by no later than the 25th of January 1995. On receipt of their proposals detailed planning can begin in relation to the exact location of the CPMS for February.

4. Week of the 16th January 1995

- Constitutional Conference Programme (Agency). Final preparation for the briefing of and consultation with universities and certain NGOs like IDASA, HSRC and MPD. This briefing should take place by no later than the 28th of January 1995. The Directorate is requested to advise the community liaison programme on whether or not the Technikons should be included in this briefing. **D**
- 18 January 1995 - meeting with The Secretariat to discuss the following:
 - a) The response to the invitations to submit submissions. Any requests by Theme Committees to obtain oral submissions. Whether or not there are any gaps in the request list of Theme Committees.
 - b) Briefing Secretariat in relation to the Community Liaison work programme.
 - c) The splitting of Theme Committees into sub-committees for the purpose of holding constitutional public meetings.
 - d) Chaperoning requirements for Theme Committee travel.
 - e) The structure and style of Constitutional Public Meetings.
 - f) Preparations for the Theme Committee workshop on the 28th and 29th of January 1995.
 - g) Preparations for the meeting with the Chairs and Core-Groups.
 - h) The nature of the liaison between Community Liaison and The Secretariat.

5. Week of the 23rd January 1995

- Feedback from Management Committee.
- Consultation with NGOs and CBOs at the CA.

- Workshop of Theme Committees 28th and 29th of January - presentation of interim work programme for February 1995 to Theme Committees.

The following will be covered:

- a) Where constitutional public meetings will be held.
- b) How Theme Committees will be structured to attend these meetings.
- c) The nature of preparation in the relevant communities for these meetings.
- d) Logistical issues in relation to travel, chaperoning and security.

6. Week of the 30th January 1995

- Incorporate the comments and advices of Theme Committees into a final community liaison work programme for February 1995.
- Arrange consultation with the SRC's of all Universities and Technikons.

7. Saturday 11th and Sunday 12th February (Pilot Phase)

- Constitutional Public Meetings will be held in each province. It is proposed that one meeting be held in each province.

8. Saturday 18th and Sunday 19th February (Pilot Phase)

- Nine constitutional public meetings - 1 per province.

9. Saturday 25th and Sunday 26th February (Pilot Phase)

- Nine constitutional public meetings - 1 per province.

10. By the end of February the Community Liaison Department should be in a position to begin evaluating the effect of the constitutional public meetings. The work programme for the Theme Committees for March should also have already become clear. From March the Community Liaison Campaign will begin to gather momentum. By end of March we should be holding 24 CPMS per weekend.

Section 2

CONSTITUTIONAL PUBLIC MEETINGS (CPMS)

These CPM's were formerly called Forums or Hearings. The exact location, style and structure of these meetings is the subject of present planning.

It will be impossible for reasons of public accessibility, to take a Theme committee or a part of a Theme Committee to the public generally. Consequently, it will be necessary to break the Theme Committees into subcommittees that represent all of the themes of the six Theme Committees. Furthermore the creation of smaller subcommittees will allow the Constitutional Public Meeting Programme to reach more people in the available time.

We propose to divide each of the Theme Committees into four travelling committees of seven people each. Each of the four subcommittees will contain members of the seven parties represented in the Constitutional Assembly. (The question of smaller parties needs to be dealt with.) Dividing each of the theme committees into four subcommittees will give a total twenty four subcommittees. Each of these subcommittees will then need to be remixed so that each subcommittees contains a representative from each of the six Theme Committees.

It is proposed that each of the subcommittees be involved in Constitutional public Meetings every second weekend. This means that twelve subcommittees will be working on any given weekend. If each subcommittee does two meetings per weekend, for example, one on a Saturday and one on a Sunday, it will be possible to achieve twenty four meetings per weekend.

The logistical implications of twelve committees travelling to twelve different parts of the country and holding two meetings each are enormous. This is compounded by the holding of two meetings per weekend per subcommittee. This would mean that in a particular subregion a subcommittee would do one meeting on a Saturday in one place and another meeting on a Sunday in another place. Theme committees may not be willing to work on Sundays and this may to some degree simplify the process. SACS have contacted the Air Force who have expressed a willingness to

assist with logistical planning, transport and accommodation. The participation of the Air Force will require Directorate approval and formal contact to be made.

The question of who will travel with the subcommittees needs to be resolved. This is a subject for discussion with amongst others the secretariat. There is already a Directorate decision that managing secretaries and minute secretaries will be involved in some way.

The holding of CPMs may be complimented by or supplemented by the use of the facilities of Africa Growth Network. Contact was made with them in Pretoria on the 1st December 1994. They have two thousand sites throughout South Africa. Their facilities are not interactive and do not amount to full video conferencing. Further contact with them will be made in January 1995.

Section 3

CONSTITUTIONAL EDUCATION

See attached annexure marked A. (To follow on the 10th January 1995)

Section 4

CONSTITUTIONAL CONFERENCES

The principle of Agency and consequently the organising of Constitutional Conferences was accepted at the Constitutional Committee meeting on the 2 December 1994. As outlined above in the work plan, consultation with Universities and relevant NGO's will occur in January 1995. The Directorate is requested to decide on whether Technikons should be brought into this process.

Section 5

MANAGEMENT OF THE COMMUNITY LIAISON PROGRAMME.

There will be a national management structure. This will consist of a project team composed of representatives of SACS and people directly employed by the Constitutional Assembly. The project manager from SACS is Ms Nicky Le Roux. The project team will consist of the following portfolios: constitutional education programme, constitutional public meetings, research, finance and administration, logistics, provincial liaison, special events, sector co-ordination, constitutional conferences. Each team will have a coordinator and depending on the task a number of extra staff. The Community Liaison department will try where possible to get additional staff from SACS. It will however be necessary to employ additional staff. See section 7 below.

Project teams will be set up in each of SACS's nine provincial offices. The composition of the team will reflect the portfolio breakdown of the national team.

The national team will liaise directly with the provincial team. SACS's Regional Liaison Director Mr Jan Henning will assist in effective liaison with the regions.

The project managers employed by the CA will advise in respect of the above management structure, any changes needed thereto, its implementation and other related issues. They will also have the authority to overrule the Project Team

Section 6

SACS

The relationship between the CA and SACS is presently of an ad hoc nature and can be terminated at any time with immediate effect.

On 23 November 1994 Louisa Zondo and I met with David Venter the Director of SACS, Annamarie Ferns the Project Director and three of the people presently assigned to the project team.

No agreements were entered into but SACS undertook to ensure and provide the following;

- The client (CA) will drive the process and will receive exposure and recognition. That accordingly "SACS will remain in the back room".
- That SACS are prepared to prioritise the CA project and assign human and other resources accordingly.

- That SACS will ensure the physical delivery of the campaign and that the CA will determine its content. That SACS will not charge for services provided but that they will charge for materials and services that they need to obtain outside SACS. They did however undertake to cover as many of these additional costs as they can. They indicated that excessive additional travel would need to be covered by the CA.
- Financial systems need to be developed. The need for foreseeability in financial planning was also discussed. They advised that we should use one forum as a model and set a ten percent contingency which will be an upper figure. They suggested that there be a specific schedule in the contract dealing with financial matters.
- That they would employ certain contract workers for their own account which will be specifically assigned to the CA's project and under the CA's authority. They undertook to hire the following contract workers;
 - Nine people, ideally from NGOs or community based organisations, that will be located in their regional offices to help with the implementation of the Constitutional Education Programme and advise SACS on how to access communities hitherto outside of their operational ambit;
 - A simple language expert;
 - A drama/workshop coordinator;
 - a resource and training expert.
- All translation costs would be for the account of the CA.
- That they would provide us with a project team. Initially Ms Nicky Le Roux, and later other people who would be relocated to Cape Town.
- That project managers would be appointed in each of their regional offices to manage the CA project.
- That additional staff will be allocated on a needs basis;
- They concurred with the CA representatives in that any agreement reached will only be binding once reduced to writing.

The Community Liaison Department has spent two weeks working with the SACS project managers both in Pretoria and in Cape Town. The people allocated are Ms Nicky le Roux, Miss Elmien Riley, Mr Werner Harms and Miss Marie Stroebel. The work consisted of an initial extended briefing and then proceeded to the process of pre-planning. This has included the development of a project management structure for the campaign at a national and provincial level, the determining of resource needs for both the CA and SACS and planning a workshop for the 18th and 19th of December 1994 to brief the SACS regional co-ordinators and project managers on the Community Liaison Programme and to consult with them in respect of their role in this programme. The Community Liaison Department is entirely satisfied with the work of the project team that has been allocated to the CA.

The people mentioned above are well motivated and diligent. Their exact status in terms of the CA needs to be clarified. David Venter of SACS used the word "allocated". The Community Liaison Department believes that they should be regarded as allocated or assigned to the CA. It is our submission that these people should be regarded as an integral part of the Community Liaison Team.

At the abovementioned workshop, the SACS regional co-ordinators and regional project managers will be given a specific set of research tasks to be completed by the 9th January 1995. Completion of these tasks will allow the community liaison programme to commence more detailed planning.

Section 7

STAFFING

The community liaison department met with the Directorate on the 16th November 1994 and agreed to hire staff for the following positions:

1. Deputy Assistant Director;
2. Resource and Training Co-ordinator;
3. Constitutional Education Co-ordinator;
4. Four Project Managers;
5. Administrator

Further principled approval was given to the hire of people for the following positions:

1. Four additional project managers and further project managers if necessary;
2. Two secretaries if SACS are unable to provide the CA with same. SACS have been approached in this regard and we are awaiting their reply.

The community liaison budget currently provides for 15 posts at co-ordinator level. Six of these posts are about to be filled. It will be necessary to have regional co-ordinators for the Constitutional Education Programme - see Annexure "A". Accordingly, the Directorate's approval is sought for the allocation of the remaining nine budgeted posts to the Constitutional Education Programme. This will provide for one co-ordinator in each province. The people that SACS have agreed to hire will be the Regional Resource and Training Co-ordinators. **D**

The cancellation of the sector conference - see section 14 below has created a need for a Sector Co-ordinator and a Fundraising Co-ordinator. As outlined above, the Directorate has already approved these positions in principal. The Directorate's go-ahead is sought so that these posts may be advertised in early January 1995. The recent allocation of the responsibility to create and maintain a sector mailing list has created a need for a person to do this work. We advise that a person should be hired at the level of a section administrator. There is already provision in the budget for community liaison to have two section administrators. The Directorate's approval is sought in this regard. **D**

Providing for nine regional co-ordinators will use up the full complement of 15 co-ordinators provided for in the budget. The need for a Sector Co-ordinator and a Fundraising Co-ordinator means that provision will need to be made in the 1994/95 budget for two additional co-ordinators. The Directorate's approval is requested. **D**

Ms Faiza Kippie has been doing an excellent job under difficult circumstances. She has been and will be performing the function of a personal secretary. We suggest that her status should be upgraded from Receptionist/Secretary to Personal Secretary. A decision of the Directorate is sought in this regard. **D**

The positions mentioned in the first paragraph have been advertised and interviews will be completed by 3pm on the 12th December 1994. It is imperative that a final selection is made by the close of business on the 12th December 1994 so that the successful applicants may be contacted immediately. The staffing position is extremely urgent and at least one of the Project Managers and the Resource and Training co-ordinator will need to commence work on the 13th December 1994. With regard to the other successful applicants it is necessary to give people time to make the necessary arrangements with their present employers so that they may be able to report for duty on the 9th of January 1995. Any delay will seriously jeopardise the Community Liaison Programme.

Section 8**PUBLIC RELATIONS FIRM**

It may be necessary at some future date to contract the service of a public relations firm. This is merely for noting and the Directorate will be informed if the need arises to contract such a firm.

Section 9**FUNDRAISING**

Consultations have taken place between Community Liaison Department and the Danish Minister for Development Co-operation, the Danish Ambassador and the First Secretary at the Royal Danish Embassy. It appears that the Danish are prepared to fund at least a part of the first phase of the Constitutional Education Programme.

Annexure "A" titled Constitutional Education Programme will be presented on 10/1/95. The Directorate is requested to approve this document. Upon approval the proposal will be sent to the First Secretary at the Royal Danish Embassy. They have given us a deadline of the 19th of December 1994. This document also contains an outline of how the Constitutional Education programme will work. The Canadian Embassy and the Dutch Embassy have also requested the abovementioned document.

A co-ordinated fund-raising policy needs to be developed. In the absence of such a policy fundraising activity will be restricted to the three abovementioned embassies.

Section 10**EXTERNAL RELATIONS**

It is necessary to develop a set of guidelines, if not a policy, so that all the external relations of the CA can be effectively co-ordinated.

Section 11**INTERNSHIP OF STUDENTS AND VOLUNTEERS**

Community Liaison Department has had a number of requests from overseas and South African students to do unpaid internships at the CA. The department believes that in principal this is a good idea. The department will draft a specific proposal for approval by the Directorate.

Section 12**COMMUNITY LIAISON PROCEDURES**

The November workshop indicated a need for each department to develop clear procedures. Our department's procedures will grow out of the work programme outlined above. In particular the development of procedures is dependant on interaction with The Secretariat and the Theme Committees. Travel procedures will be a sub-set of the development of The Department's procedures as a whole.

Section 13**RELATIONSHIP WITH THE SECRETARIAT**

The relationship between the Community Liaison Department and the Secretariat is in the process of development. It will be finalised at a workshop on the 18th of January 1995.

Section 14**RELATIONSHIP WITH ORGANISED SECTORS**

The sector conference that was intended for the first week of February 1995 has been cancelled. Consequently it will be necessary for all of the sectors to be briefed either jointly or individually, probably both. The briefing will also need to take into account the need to get the various sectors to conduct constitutional education among their own constituencies. This has staffing implications in that the community liaison department will need to employ a sector co-ordinator, fundraiser and a mailing list administrator - see section 7 above.

Section 15

SURVEY AND EVALUATION

We need a survey that will commence at least by the 16th January 1995 - the launch of the Media Campaign. Contracting on independent survey requires advertisement. Because of time we suggest that we work through SACS who request three proposals.

We suggest that the Chairpersons be contacted to approve:

1. the requests for the proposals
2. the selection of a contractor

This is urgent and effects the Public Participation Programme as a whole, Enoch Sithole should be the contact person when Edward Shalala is away. Decision of Directorate is required. **D**

Section 16

OFFICE SPACE

The office space allocate to Community Liaison Department has shrunk since the plans were first aired in November. The size of the Community Liaison as well as the need to accommodate the assigned SACS Project Team make the provision of further space an urgent requirement. The space presently allocated will mean that we will be very cramped in January. This has implications for staff morale and can discourage the professionals we are hiring. Community Liaison needs a whole floor. People working under extreme pressure need their own offices. Decision required by Directorate. **D**

Section 17

CONCLUSION

The Community Liaison Department has had a rigorous three months since September 1994. Time frames are tight but provided the necessary resources are provided the objectives will be met.

The Department wishes to thank Deputy Assistant Director Louisa Zondo and the rest of the Directorate for their strong leadership and their consistent accessibility.

