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The negotiations process holds out the almost certain prospect of the first democratic elections to be held in South Africa in the near future. This election would involve the hitherto disenfranchised majority in an electoral process for the first time. It is estimated that of the 25.5 million eligible voters 20 million have never voted before, have no knowledge of electoral procedures, electoral laws and the voting process. On the contrary the struggle against apartheid has included a long tradition of boycotts of undemocratic elections processes.

The difficulties of carrying out a voter education programme for such a large populace in a short period of time will be compounded by problems of illiteracy, (estimated by various sources as 72% of the Black Population), inaccessibility of much of the population living in rural areas, the possible hostility which will be encountered in reaching people living on white owned farms and mine compounds, an absence in some instances of political tolerance and a general ignorance of the importance of advancing the democratic process through elections.

The scale of the voter education drive needed before free and fair elections can take place necessitates the involvement of enormous organisational, human and material resources. Initiatives such as the Education for Democracy Forum and Matla Trust will go some way to addressing but cannot in themselves solve the

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problem. The organisational capacity and experience of mass based or popular organisations including the African National Congress, the Congress of South African Trade Unions, the Congress of Traditional Leaders of South Africa and the South African National Civic Organisation will be vital in complementing these initiatives.

Assuming the possibility that one trained canvasser is able to reach 100 people, and if we are to reach that section of the populace which has hitherto not participated in an election, then 200 thousand persons will require training in voter education and canvassing techniques.

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In addition to the fact that voter education will have to involve mass based organisations it has become evident that there is an enormous need for elections management training. Indications of this have been evidenced by the following :

h pilot voter education programmes initiatives which have indicated the need for training in canvassing skills, voter education campaign planning and implementation, media skills and basic research capacity (eg; for community profiles.)

t indications from a broad range of organisations that elections training will be a vital necessity if democratic elections are to be conducted on an equal and fair basis.

It has become apparent therefore that elections management training will be required to train structures at national, regional and branch level to run the election campaign within the framework of the strategy, platform, policies and structures created by the various organisations for this task.

It should be noted that the Party's which have previously competed in the Tri-cameral Elections process have amassed a wealth of experience in all spheres of the elections process. They have an enormous pool of experienced personnel from which to draw, often from within the state structures, and it can be confidently assumed that they will have huge financial resources at their disposal. It has been estimated that the Nationalist Party spent R27 million on the Whites only referendum held in March 1991. This places these Party's at an immediate and distinct advantage over organisations which have opposed apartheid.

If the elections process is to be fair then of necessity' a massive voter education drive must be complemented by comprehensive training of the

- political organisations and formations which have previously not yet participated in a national elections process. The scale and complexity of training required is evidenced by ;

- t the demographic and geographic diversity of South Africa and the resultant complexity and scale of VULUL education and elections methods required. For example there will be a need for engagement in the process utilising all the skills required for the electronic media and on the other hand an approach to deal with a huge illiterate and often inaccessible populace,
- t the organisational requirements for the elections will necessitate building capacity in areas where most organisations have little previous experience and a very small resource pool from which to draw. This includes research and information, administrative and communication skills, financial administration budgeting and control systems, fundraising, public relations and electoral law and systems. Further details of these needs are listed under the training content of this Project Proposal.

,It must be assumed that in the period leading up to the elections a considerable proportion of the human and material resources at the disposal of the democratic movement, including significant proportions of the NGO sector, will be drawn into the elections process. This process will require a carefully considered national framework and strategic plan as well as the foundation of a comprehensive and systematic training programme to ensure that minimal resources are used to best

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The Education Resource and Information Project (ERIP) is a dedicated training organisation established in 1981. It is based at the University of the Western Cape. ERIP is divided into :

- # a Training Department of 8 Trainers and a Training Co-ordinator.

- # a Resource Centre comprised of 2 staff.

- # a Management and administrative complement of four.

- # a media officer.

The Training Department provides training in the following areas:

- t Leadership Training. This includes training in :

Vision, Aims and Objectives of Organisations, structures and the role of the Constitution, Leadership and organisations, Role of the Executive and Portfolio's, Meetings and meetings procedure. Planning and goal setting, Planning and Time Management and Group skills.

- t Organisational development and consultancy training. This training is at an embryonic phase and

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has or will include the following : creating a vision. aims and goals of organisations, strategic planning, decision making, staffing policy, communication staffing, policy and management and conflict management.

t Youth leadership and Development. This full-time course includes the following components: Role and History of youth, understanding society, research, administrative skills, group skills, group skills and a development module.

t Resource Centre Training. This includes : Research skills, Needs analysis, developing acquisltilbhq policy, classification systems, administration, budget preparation and report writing, fund-raising, goal setting and planning, activating and popularising resources and development issues.

In addition to providing training to Community Based Organisations the ERIP Resource Centre provides information, resources and support to Resource Centre's in communities, community Based Organisations and in Non-Governmental Organisations. ERIP draws on a wide range of additional training capacity to complement its training programmes including : UWC and UCT academics in the faculties of Economics and Management Science, Education, Sociology, History and Political Science, Training and Development Non-Governmental Organisations, Research and Policy Units, Adult Learning Institutes, Commercial and NGO Management and skills training projects, NGO'S and sectoral organisations dealing with a wide variety of social issues and projects. ERIP has an independent financial management and administrative capacity which works to complement the administrative and material resource back-up at the UWC.

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It is proposed that existing capacity at ERIP be supplemented through the establishment of a Voter Education and Elections Training Unit. (Herein referred to as VEETU or the Unit.)

a. This Unit be based at the University of the Western Cape falling under the policy, management and administrative support of ERIP.

b. The Unit shall also have some independence from the Training Department in order to be able to cater for the special requirements and demands of the training and at the same time not be drawn into other elements of ERIP training.

c. The unit will rely on the expertise of the ERIP Training Department which will provide back-up and consultancy support,

d. The funds of the Unit will be administered by a Board administered jointly by the Directors of ERIP, EH3 CQHUQ I'DI DEMOCIHUC SUMIEU Gm El fsiiiiHYthe of the Rectors Office of the University of the Western Ca e.

e. prne trelnlng will be ungried out on the bnaio of applications made to the Board from national organisations likely to participate in the elections and voter education process and be subject to availability of financial and personnel resources.

f. The VEETU shall be comprised of the following staff complement :

A_4Tzninlng__nanagez. The appointee would be accountable to the ERIP Director and the Board and be responsible for overall management of the Unit.

W. rrhe appointee'e would need to be persons with the requisite training and academic backgrounds who would be required to undertake the training programme worked out by ERIP after consultation with the recipient organisations.

An_annlnigt:gtgn. The appointee would be responsible for all the administrative support requled for the Unit, working closely with the ERIP management and administrative staff.

An_Agggnn/gnt. The appointee would need to be a fully qualified accountant who would be accountable to the ERIP Director and Training Unit Board. S/he would be responsible for all financial transactions and be required to submit regular statements of account to the Board and the funding organisation/s.

All the above appointments would be (nu a one year contract basis and employment would take place through the normal UWC appointment channels.

The Manager, administrator and at least two of the trainers would be based at the University of the Western Cape. The remaining trainers could be based in other urban centre's and be brought together at UWC for plannlng and preparatiun and where national and regional training will take place.

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A successful free and fair national elections process for a constitution making body is a prerequisite for a smooth transition to democracy and the building of a multi-Party democracy in South Africa. This in turn is a pre-requisite for the commencement of a process which can begin to address all the historical injustices and imbalances created by decades of epartheld rule and in favour of a developmental process which encompasses the social and economic

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needs of all the citizens of South Africa.

The training programmes which make up this proposal will contribute to the building of skills and resources which will find immediate expression in the national elections for a constitution making body but also extend far beyond this into future national, regional and local elections and democratic processes which will be vital to cementing democracy in South Africa.

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The immediate goals of the programme would be to provide training for :

t National, Regional and local planners, managers and campaign officers to enable them to train canvassers, implement voter education, canvassing and campaign structures and programmes, plan and deploy personnel within the framework provided by the national recipient organisations.

w Regional, sub-regional and local specialists in the following categories : Media production and distribution, organising, financial management and fund-raising, research, policy and constitutional matters and communication and co-ordination. Such training to enable personnel to implement the structures necessary for these skills and implement training received in delivering the requisite services.

k National and regional candidates and leaders to enable them to provide the necessary leadership in matters of policy, planning and public relations in competition with opposition candidates and leaders.

such training would contribute to the national effort to co-ordinata and build a voter education and elections campaigning capacity vital for securing free and fair elections

Alternative goals considered have included the proposal to confine ERIP to a programme of voter education. This was rejected in favour of an elections training programme for the following reasons :

k that there had been a number of requests from mass based organisations for elections management training,

t that there are a number or national initiatives dedicated to strictly voter education training and an apparent dearth of elections training initiatives and

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t that the principal macee-besed organisations would be vital not only to contesting the elections but also to the voter education campaign and finally, # that the scale of the problem faced and the paucity of training capacity required that training capacity be targeted at strategic levels, specifically senior and middle level officials who can implement and carry forward the training provided.

The VEETU shall seek to ensure the following :cuulla
1 200 trained Regional, sub-regional, zonal and Branch elastions managers, planners and co-ordinators from the following regions : Western Cape, Southern Cape, Eastern Cape (Urban), Eastern Cape (rural), Border (Urban), Border (rural) Tranekei (East), Transkei (West), Southern Natal, Midlands and Northern Natal. Trained personnel to understand framework and policy, understana and implement gtrueturag, manage and co-ordinate administrative, campaigns and specialist teams.

1 200 trained organising and canvassing teams leaders and participants for voter education and canvassing drive from the above mentioned regions and sub-regions. Trained personnel to understand electoral law and process, constitutional issues and voting procedure, organisational policy, organising methods and canvassing and lead implementation of aforesaid.

600 trained specialists in the following fields; media production and distribution, fund-raising and finance manegement/adminietration, researchers, communication and co-ordination and transport from the above mentioned regions. Specialists to understand, implement and train others in specialist fields.

200 trained candidates and leaders at a national, regional and sub-regional level drawn from the above regions (depending upon the composition of national and regional lists).

The above outputs should be a contribution to, and co-ordinated with, national voter education and elections training initiatives.

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Develop through the National Training Preparatory Workehop a map of capacity in the NGO, academic, commercial and international sectors. Allocate areas

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ot training given geographical factors and expertise.
Achieve consensus on details of training utilising
outlines provided hereunder.

As above utilising training content outlines decide on
and allocate materials development. Specifically
allocate writing, production and distribution of
Training Manuals and Accompanying notes and handouts
In the following areas : election co-ordination and
campaign management, canvassing, candidate training,
specialist areas including media production and
distribution, organising and training of trainers,
fundraising and finance, research, communication and
constitutional issues and voter education.

Write, produce and distribute the following Manuals
and accompanying training notes -

20 000 copies - Voter Education,

5 000 copies - election co-ordination and campaign
management.

& 10 000 copies - canvassing,

500 copies - candidate, media production and
distribution, training of trainers, fundraising and
finance, research and communication.

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Salaries and employment benefits for

Manager and administrator,

6 trainers

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Payment of training consultants and trainers from NGO,
academic and commercial sectors.

- Administration and Management

(telephone, fax. one computer, furniture, office
rental and running costs.)

- training

(4 overhead projectors, VCR, 4 Laptop computers)

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Transport and travel costs,

Accommodation and catering

Administration and stationary costs

Operational costs.

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Policy and platform of organistaion,

Policy and platform of opposition party,

Constitution, electoral law, electoral and voting
procedure.

Role and place of monitors - partisan and non-partisan

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5.8.4.

Public relations - speaking, image, media, debating.
Overall conception of campaign, organisational,
administrative and specialist framework for campaign
and role and place of leadership therein.
Time Management, planning and priority selection.
Campaigning methods and priorities.

Security

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Conception of campaign, organisational and
administrative framework and their role therein.
Constitution, electoral law and systems,
Voting procedures and place of voter education.
Initiating voter education campaign and liaison with
other initiatives
Role and place of partisan and non-partisan monitors
Strategic planning
Campaign planning and management, campaign methods and
priorities.

Establishment, management and liaison and
understanding of place and role of specialist sub-
structures - communication, media, organising,
branching, MDM, monitoring, training, Finance and
fundraising, research.

Staffing policy, job descriptions, time management.

Establishing office, liaison and lines of
communication and authority between national and
regions and between regions.

Policy and platform of organisation

Policy and platform of opposition

Alliance building

Security

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M.

Conception of campaign, organisational and
administrative framework and branch and branch
leadership role within it.

Constitution, electoral systems and laws

Role and place of voter education

How to initiate voter education programme and liaison
with other initiatives,

strategic planning,

elections campaign planning and management

establishing, implementation, management, functions

and tasks of and liaison of specialist branch

substructures; media, organising and training,

fundraising and finance, research, communication and
transport

Campaign techniques - mass meetings, house meetings,
mailings and distribution network, publicity and PR

conducting community profiles

Policy and platform of organisation

Opposition policy and platform

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Conception of campaign, organisational and administrative framework and place of canvassing and organising therein.

Strategic Planning

Time Management

Constitution of electoral law and system, voter education and voter education campaigns

Organisations policy and platform

Opposition policy and platform

Role and functioning of canvassing

Phases of canvassing and the campaign

Canvassing techniques

Briefing and debriefing of canvassers

Street committee and block canvassing

Communication skills, Public relations,

Operations of the branch office - collection and

storage of information for the branch office,

Building a community profile

Transport - planning, election day strategy and structure.

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Conception of campaign, organisational and administrative framework and place of specialist team within the national, regional and local framework,

Lines of communication and authority

Design, production and distribution of media distribution techniques,

liaison with regional, zonal and branch executives and structures

Role and place of other specialist functions

Community, regional and national voting and community profiles,

research methods and sources,

operational research - demography, policy, opposition policy

Weaknesses and strengths of organisation and opposition

speech writing and policy briefings

role and place of other specialist functions

Fundraising methods and priorities

planning and co-ordination

financial management and administration systems

role and place of other specialist functions

Lines of communication, authority and decision making,

Methods and systems of communication

role and place of other specialist functions

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.3.
Strategic Planning
Needs assessment
Acquisition of transport, building teams of
volunteers,
budgeting
election day strategy - briefing of drivers
place and role of other specialist functions
street and block canvass sheet methods.
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Phase 1.

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this wurhahop will be to bring trainers tegather fvnm
Training service organisations (HAP, Afesie, CCLS,
FCR, LEAP, ERIP), representatives of national
organisations and individual training specialists with
the aim of : building a map of capacity, allocating
areas and training sectors to training institutes,
workehopping in detail the content, phases and process
of training within the national framework provided by
political organisations; allocating materials
developepmeht weth time frames for writing, production
ana distribution of thugs.

Workshop to be held from the 30 November to Devenber

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The capacity map will include provision for brining in
International expertise where and when necessary.
Swedish Experts have participated already participated
in one Training Workshop.

Phase 2.

Holding of first pilot National and Regional planning,
management and leadership workshop. It is intended
that this be held in early January.

Phase 3.

Commencement of first round of regional planning,
management and leadership training workshops. One to
be held in each of above listed Regions and Sub-
regions in the period January to June.

Phase 4.

To overlap with the management training the first
round of 12 regional and Sub-Regional Training
Workshops for Organising and Canvassing Teams in each
of the Regions Listed above. This process to Commence
in late January to July.

Phase 5.

Commencing in March the first round of specialist
trainingt workshops divided according to specialist
function and not geographical determinants.

6.6.

6.7.

Phase 6.

The commencement in June of the second round of Regional training Workshops listed above in Phase 3 and 4 end the specialist training workshops.

The National preparatory Workshop would be held at the University of the Western Cape. Preliminary Workshops will be held in each regional area, with the exception of the Western Cape Region.

Target Categories for training are as listed above.

Training would be provided for on request to a broad

range of organisations including : the African

National Congress, Congress of South African Trade

Unions, South African National Civic Organisation,

Natal Indian Congress, Transvaal Indian Congress,

Congress of Traditional Leaders of South Africa, South

African Communist Party, Youth and Women's League of

the ANC, Muslim Front, SACC and SACBC, Business

organisations (SACOB, AHI, NAFSOC, FABCOS), Student

and Teachers Organisations (SADTU, COSAS, SASCO

cultural, sport and other Quotational formations.

Im:-

Primary indicators would be the quantity of persons

trained. The quality of training determined

principally through their ability to implement

training within the organisational and administrative

framework provided. Evaluation should take place

during, immediately after and in the longer term.

Evaluation and assessment to be carried out by :

- the Project Trainers and Management,

- the recipient organisations in the process of implementation and during training.

- independent academic and commercial consultants to be contracted by the Project.

ERIP would welcome the participation of Donor or Donor Consultants assisting in the monitoring and evaluation processes.

It is assumed that the organisations requesting training will deliver the appropriate personnel to be trained. A framework for the training will also be provided by the recipient organisations.

This project must be one element of a national and co-ordinated undertaking and its success is predicated on the active participation of other training organisations.

The success of the process and to a lesser extent its precise phasing and time frame will be determined by the progress or lack of it in the negotiations

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process. Deadlocks in this process, an upsurge in violence or state repression could be factors which impinge on its timeous fulfilment.

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Two million Rands has been received by the CDS from the Swedish Labour Movement. Of this amount an estimated R200 thousand has been spent on a National Pilot Voter Education and Training

Workshop/Conference. A Final breakdown of expenditure is not yet available. This estimate means that a sum of R1.8 million of this amount will be allocated to the ERIP/GUE Training Programme.

A Budget Summary is attached herewith.

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The Unit will employ an Accountant on E1 part-time basis responsible for the Units accounting. This person will work closely with the UWC Finance and Administration Department. All line expenditure will be processed through the University Finance and Administration Department.

An Impressed Independent Account for small operational expenses will be operated with a ceiling of R40 000 which will be topped up on a monthly basis and for which the accountant will report to the University Administration on.

Quarterly Statements of Expenditure will be submitted to Donors with an Annual Audited Statement.

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This budget is intended to cover the period November 1992 to November 1993.

Please note that accumulated interest is not reflected. The practice of the University of the Western Cape for all University based programmes is, in lieu of administrative: fee's, to accrue the interest earned to the University.

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Annual salary's, benefit and taxes.

Full-time contract start.

a. Training Manager (R5000 per Month)

Taxes and benefits (22 800) 82 800.00

b. Administrator (3500 per month)

Taxes and Benefits (15 960) 57 960.00

c. 6 Trainers (R4500 per month)

Taxes and Benefits (25 520) 477 120.00

617 880.00

Part-time Contract Staff.

a. Accountant. (16 hours per week at R150 per hour) for 20 weeks. 48 000.00

b. Auditors Fee. 10 000.00

58 000.00

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Equipment.

1 Computer 5 500.00

1 Lazar Printer 6 000.00

5 Portable computers. 30 000.00

2 Printers. 6 000.00

Office Furniture for 4 Offices.

(at 4000 per office) 16 000.00

Fax Machine. 3 000.00

Photocopier. 15 000.00

. Computer Software. (Windows, Lotus

1,2,3. and DOS.) 4 500.00

86 000.00

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 5.1. Rental (2000 per month) 24 000.00
 5.2. Talophone and Fax (inc paper.) 108 000.00
 5.3. stationary (2400 per month) 48 000.00
 5.4. Travel 30 000.00
 5.5. Accomodation and subsistence. 22 000.00
 5.6. Repairs and Maintenance. 5 000.00
 5.7. Insurance - 24 000.00
 5.3. Advertising 5 000.00
 5.9. Legal Fee's 4 000.00
 5.10. Potty cash 2 400.00
 5.11. Vehicle 31:0. 30 000.00
 5.12. Sundries. 10 000.00
 312 400.00
 6.1- naninnnl_mzainln0.2:nnnzssnz_nnrkannn-
 35 persons for 4 days.
 Transport and travel 18 000.00
 Venue, subsistence and accomodation. 9 000.00
 Secretarial (transcription.) 1 000.00
 stationary 200.00
 27 200.00
 5.2. Hatnzlala_naxal9nIann._nznnnaninn_nnd_nistzihn;19n.
 Development. (Writing charges
 10 manuals at R5 thousand per
 manual.) 50 000.00
 Production.
 Voter Education. 20 000
 copies at R10 per copy. 200 000.00
 Canvassing. 10 000
 copies at R10 per copy. 100 000.00
 Specialist Manuals
 (5 x 500) 25 000.00
 Distribution.
 Packaging. 10 000.00
 Postal and Freight Charges. 35 000.00
 420 000. 00
 6.3. 12_IIIiIIIIl1Bnh:III19IIL.E1I9Sinnl_Izlinini_HnIkthBlp
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 V
 4 day training workshop.
 Transport. 40 000.00
 Accomodation, subsistence and Venue. 70 400.00
 Secrotrial Back-up 5 000.00
 gka0100L99 400:00
 Consultants/Training Fee. 10 000.00
 sound Equipment Hire. 500.00
 126 300.00
 For 12 Training Workshops. 1 515 600.00
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 100 Tra!noo'l and 6 trainers and support staff.
 4 day training workshop.
 6.5.
 Transport. 40 000.00
 Accomodation, subsistence and venue 70 400.00
 Secretrial 5 000.00
 Stationary 400.00
 Consultants/Training Fee. 10 000.00
 sound Equipment Hire 500.00
 For 12 Tralning Workshops.
 WW5

 L16 300.00
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 1 515 600.00
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 50 persons and 10 trainers and support staff.
 4 day training workshop.
 Transport 25 000.00
 Accomodation, subsistence and venue. 33 600.00
 Secrotrial 5 000.00
 stationary 400.00
 Consultants Trainine Fee's. 12 000.00
 Sound Equipment Hire. 500.00
 76 500.00
 For 12 Workshops.
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 913 000.00
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.1. . .121) 359-500 P.1B
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50 trainee's and 10 trainers and support staff.
4 day training workshop.
Transport 25 000.00
Accomodation, subsistence and venue. 6 000.00
Secretrial 5 000.00
Stationary 400.00
Consultants traaining Fee. 5 000.00
41 400.00
For 8 Training Workshops. 331 200.00.
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Total Projected Expenditure: 5 801 880.00.
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