

SRATEGY fo

STRATEGY MANAGMENT SERVICES (PTY) LIMITED

and London School af Management and Economics

OOILG/ISTRATEGY/EDS
15 January 1992

Dr Zach de Beer
Chairman

Co-Ordinating Committee
CODESA

FAX: 397-2211

Dear Dr De Beer
CONTRIBUTIONS TO CODESA

Congratulations on your role in the momentous establishment of CODESA and _ its significant progress thus far.

It has come to Our attention that representations and contributions to CODESA by interested parties arc currently being considered. As we arc committed to the aims of CODESA and believe that we have a substantive contribution ta make, we respectfully request your duc consideration, of our prospective role.

Our contribution could be in the form of Strategically Oriented Rescarch, Consulting, Facilitation and/or Participation in working groups in terms of political options and constitutional issues,

T have previously had ditcweione ith Rrafecror Murinun Wioghond on Conatitutiomul Options and the negotiation process, as carly as 1985. We believe that a Strategic Framework and Process would be mast appropriate in adding valuc to the work of

CODESA.

STRATEGY IMENT SERVICES

Strategy Management Services is an independent consulting and rescarch organisation engaged in a wide range of development areas including:

Political, Socio-Economic, Business and Management Development.

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Strategy was established in 1983. It has since worked with several Top 100 clients, promotes small business with the SBDC and has produced several publications in the development = area. An article is currently being finalised on Strategies for Political and Socio-Economic Development in South Africa. which will be forwarded to you in due course,

ON

LSM&E is an independent educational institution, providing higher education and training in the areas of management and economics, including the specific areas of politics and government. 1LSM&E prepares students for. the BSc(Economics) Degree under the University of London External Programme. LSM&E has attracted students from several organisations seeking to develop skills in public administration and management within the emerging scenario in South Africa,

RESOURCES

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Managing Director, Strategy Management Services: Co-Principal, London School of Management and Economics.

Eric Stillerman has been involved in the areas of Political and Economic Development since the early 1970's including research for the Honours and Masters Degrees and a proposed Phd Degree. Recent publications include the STRATEGY IN ACTION MANUAL and a press article in 1991 on Economic Strategy. Career record includes development research with the CSIR, CA(SA) Articles with Ernst & Young and the founding of Strategy Management Services, working with several leading organisations such as Gencor, Sasol, De Beers Research, the Urban Foundation and SAFTO,

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Hoping that we may be of service to CODESA in its vital mission.
Kindly respnd ns at your earliest convenience

Yours sincercly

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ERIC D STILLERMAN
Managing Director

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MESSAGE: - Kinet Wo AC kG FENG â\202¬ Aw fees POND,

IF THIS MESSAGE YOU RECEIVE Ig ZMCOMPLETE
PLEASE ADVISE IMMEDIATELY

OOSLC/EDS/STRATEGY
2 March 1992

Messrs. S S van der Merwe and Mac Maharaj
CODESA SECRETARIAT

Dear Sir

SUBMISSIONS TO CODESA

I enclose a copy of my letter of 15 January 1992 to Dr Zach de Beer regarding contributions to CODESA and copies of two relevant articles as promised.

We would appreciate your response and an indication as to whether detailed contributions will be accepted after 2 March 1992,

Our contributions would centre around:

Working Group 2: General Constitutional Principles and the Constitution-Making Process.

Among the issues which we would like to address are:

1. The Process: Facilitation of an impartial Strategic Planning Process, Framework of Analysis and Source of Creative Solutions to reconcile what often seem irreconcilable issues.

Reconciling the Role of Minorities within a Democratic Framework.

Establishing a Balance of Power between the different Participants in the political and economic arena to confer the New Constitution Legitimacy and Viability.

The composition and role of the Security Forces including the threat of partisan influences in the forces.

The impact of the Referendum on CODESA - under various outcomes.

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The role of fundamental Socio-Economic Principles within the constitution, so as to reconcile the requirements of wealth creation and distribution in a climate conducive to stability and investment.

Reconciliation of Regional and Central Government requirements.

Facilitation of Rapid Socio-Economic Development by early negotiations on a Development Framework (refer attached articles).

My personal views favour an unconstrained democratic system conducive to a pragmatic coalition and a clear framework for socio-economic development

However, the accent in CODESA on "sufficient consensus" implies that the constitution will reflect the underlying balance of power in the political and economic arena, towards a viable and legitimate coalition government.

A precedent for a Balance of Power Constitution exists in the United Nations Charter

which is regarded as the epitome of democratic principles, in:

a. The General Assembly - based on "one country one vote".

&, The Security Council - based on the defined veto power of the super powers.

Â¢. The Declaration of Human Rights.

Our detailed contribution would focus on the effective reconciliation of the above issues to achieve broad legitimacy, viability and development in the new South Africa.

Yours faithfully

ERIC D STILLERMAN

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MEMORANDUM TO CODESA WORKING GROUP NO. 1

FIRST ASSIGNMENT: CREATION OF A CLIMATE FOR FREE POLITICAL PARTICIPATION

South Africa has more than 1000 public libraries, public library depots, community libraries and: resource centres that are open to all citizens. Together they constitute a unique resource that can be mobilized in support of constitutional reform and long term national development.

Public libraries have an important role to play in promoting mutual understanding and tolerance between various groups in our country. They are required to be politically neutral. They can provide a balanced range of informational materials that enable citizens to inform themselves and arrive at reasoned decisions. They contain educational materials that enable citizens to improve their standards of literacy and acquire knowledge and skills that can be applied in the development of their communities. ;

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There are also other types of libraries, such as school, college, university and specialized research libraries, which are not open

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to the general public, but which constitute an invaluable resource for national development.
Two libraries are recognized as national libraries in terms of the National Libraries Act, 1985. They are the South African Library, Cape Town, and the State Library, Pretoria. These two libraries hold comprehensive collections of materials relating to South and southern Africa as well as materials in other fields of knowledge. They are open to all and are used by researchers, scholars and citizens throughout South Africa and abroad. The national libraries provide support services in respect of the national bookstock, bibliographic (book finding) tools, resource sharing and the preservation of our national literary and scholarly heritage to all libraries in South Africa. By means of these national support services the national libraries enable other libraries to fulfil the tasks outlined above.
We recommend that, in striving to create a climate for free political participation, CODESA should harness the existing public library infrastructure. We can provide CODESA with statistical and directory information for this purpose and we are available for consultation on this matter.

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P E Westra, Director, South African Library, P O Box 496, Cape Town, 8000. |

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P J Lor, Director, The State Library, P O Box 397, Pretoria, 0001

an Library, P O Box 496, Cape

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MEMORANDUM TO CODESA WORKING GROUP NO. 2

FIRST ASSIGNMENT: GENERAL CONSTITUTIONAL PRINCIPLES

South Africa has more than 1000 public libraries, public library depots, community libraries and resource centres, that are open to all citizens. Together they constitute a unique resource that can be mobilized in support of constitutional reform and long term national development.

Public libraries have an important role to play in promoting mutual understanding and tolerance between various groups in our country. They are required to be politically neutral. They can provide a balanced range of informational materials that enable citizens to inform themselves and arrive at reasoned decisions. They contain educational materials that enable citizens to improve their standards of literacy and acquire knowledge and skills that can be applied in the development of their communities.

There are also other types of libraries, such as school, college, university and specialized research libraries, which are not open to the general public, but which constitute an invaluable resource for national development.

Two libraries are recognized as national libraries in terms of the National Libraries Act, 1985. They are the South African Library, Cape Town, and the State Library, Pretoria. These two libraries hold valuable collections of materials relating to South and southern Africa as well as materials in other fields of knowledge. They are open to all and are used by researchers, scholars and citizens throughout South Africa and abroad. The national libraries provide support services in respect of the national bookstock, bibliographic (book finding) tools, resource sharing and the preservation of our national literary and scholarly heritage to all libraries in South Africa. By means of these national support services the national libraries enable other libraries to fulfil the tasks outlined above.

We recommend that, in formulating general constitutional principles, CODESA takes into account the valuable role that libraries can play in the development of a democratic, multiracial and prosperous South Africa. The following general principles should be embodied in the new Constitution or should not be contradicted by any of its provisions:

1. Every South African has a right of access to information needed for informed participation in the political process, for purposes of formal, nonformal and informal education, and for social, cultural and economic development.

2. Every South African has a right of access to publications and other information materials produced by the State or by state-funded agencies for the purposes listed in recommendation 1 above.

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ce Every South African has a rioht ef gratis access to
information materials, products and services that are
produced or made available by agencies fully funded from tax
reventes. |

4. very South African has a right of access at reasonable cost
to at least the basic contents of information materials, products
and services| thst are produced of made available by agencies
partially funded from tax revenues.

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5. All publicly funded agencies for the collection and
dissemination of information (including public libraries) should
be â\200\224 to all regardless of ethnic origins, language, beliefs,
age or gender. |

6. All publicly funded agencies for the collection and
dissemination of information (including public libraries) should
be politically neutral. |

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7. Democratically selected representatives of the relevant
Bare eee and communities should participate in formulating
policies for all publicly funded agencies for the collection and
dissemination of information (including public libraries). These
ere should participate in the management of such
agencies, with due regard for the knowledge and skills of the
professional | personnel employed to manage and operate then.

8. Provision should be made at jiali levels of government (for
example, central, regional and municipal leveis) for the funding,
maintenance and development of the types of libraries and
information services that are appropriate to each level. The
funding of certain types of libraries requires a partnership
relation between authorities at more than one level of
government. For example, public or community libraries should be
funded by authorities at the icipal and regional levels.
Certain libraries that render services at the national level

should be funded and controlled by the central government.
This applies lin particular to the|/national libraries recognized
in terms of the National Libraries Act, 1985. Furthermore,
central government funding will be required for the elimination
of inequalities in the provisi of library services at the
regional and municipal levels.

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9. The governance of libraries maintained by authorities at the
various levels of government should provide for appropriate forms
of expert da a participation. In particular, the
national libraries recognized in terms of the National Libraries
Act, 1985, should continue to be |igoverned their autonomous
boards under the general control jof the ministry of education.

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Pd wie Director, The State Library, P O Box 397, Pretoria, 0001

P E Westra, Director, South Afridan Library, P O Box 496, Cape
Town, |8000.

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MEMORANDUM TO CODESA â\200\234ORKING GROUP NO. 2

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SECOND ASSIGNMENT: CONSTITUTION-MAKING PROCESS

The South African Library, Cape town, and the State Library, Pretoria, hold valuable collections of materials relating to South | and thern Africa. These! libraries have comprehensive colleotions of official publications of South Africa and other countries in Southern Africa, the United States of America, and the United Nations and ite agencies. There are also holdings of official publications of the Uni Kingdom, Commonwealth countries, a other countries. ese are important sources of statistical, administrative and gonstitutional information.

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Offer of assistance ;

The two national libraries wish place their collections and services at disposal of CODES\$A. We would welcome.an - opportunity for a discussion with) CODESA staff and delegates on their information needs and what we can do to satisfy then.

P J Lor, Director, The State Library, P O Box 397, Pretoria, 0001
P E Westra, Director, South Afridan Library, P O Box 496, Cape

Town, 8000.

MEMORANDUM TO CODESA WORKING GROUP NO. 4
ASSIGNMENT: FUTURE OF TBVC STATES

In South Africa two libraries; are recognized as national libraries in terms of the National Libraries Act, 1985. They are the South African Library, Cape Town, and the State Library, Pretoria. These two libraries hold valuable collections of materials relating to South and southern Africa as well as materials in other fields of knowledge. They are open to all and are used by researchers, scholars and citizens throughout South Africa and abroad. The national libraries provide support services in respect of the national bookstock, bibliographic (book finding) tools, resource sharing and the preservation of our national literary and scholarly heritage to all libraries in South Africa. In this way the national libraries enable them to fulfil their educational and informational tasks.

In terms of the Legal Deposit of Publications Act, 1982, the two national libraries, together with three other libraries, the Library of Parliament, the Bloemfontein Public Library, and the Natal Society Library, each receive a copy of each book, periodical, newspaper or other publication published in the Republic of South Africa. The materials collected in terms of legal deposit are used to constitute a comprehensive collection reflecting the literary and scholarly heritage of South Africa, for the compilation of the South African national bibliography, an authoritative record of South Africa's book production, for purposes of resource sharing, and for the delivery of information services. 7

When the TBVC states became independent, the existing South African legal deposit legislation ceased to apply to these states. These states also established their own national libraries. The governments of Bophuthatswana, Venda and Ciskei entered into agreements with the RSA concerning the performance of certain national library functions and the delivery of legal deposit materials to the State Library. These agreements have proved difficult to implement. As a result, materials published in the TBVC states are not adequately represented in the collections of South Africa's national libraries. This leaves void in the national libraries' collections which impede current information and document delivery functions and will impede future research on South Africa.

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We recommend that if the TBVC states are re-incorporated into South Africa 230

will
a 230 Measures be taken, when the existing intergovernmental agreements lapse, to ensure that legal deposit and certain related functions of the national libraries of these states are transferred without disruption to South Africa's national libraries.

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@. Measures be taken to ensure that gaps in the collections of South Africa's national libraries in respect of legal deposit materials emanating from these states during their period of

independence, are filled. !

36 "National library" functions presently carried out by the national libraries of the TBVC states, that can more efficiently be performed centrally, be transferred to South Africa's two national libraries.

4. The TBVC national libraries be incorporated into appropriate regional structures for the provision of public, community and school libraries. In certain cases where considerable library progress has been made, as in Bophuthatswana, the national library service could become the nucleus of a library service in a region of South Africa,

PJ Lor, Director, The State Library, P O Box 397, Pretoria, 0001
P E Westra, Director, South African Library, P O Box 496 Cape Town, 8000. !

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THE STAR (LE nber)

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Eric Stillerman argues for the establishment of an economic convention

Harness all sides to â\200\230Ecodesaâ\200\231

HE emerging politica) consen-
sus in Cadesa has now put the
emphasis on the need for a similar
forum, of equal standing, to ad-
dress socio-economic develop-
ment in South Africa. ~ .

The success of Codesa depends
on the maintenance of the balance
of economic, military, internation-
al and people power between the
participating and non-participat-
re parties, in the new dispensa-
on.

The concepts of sufficient con-
sensus and a balance of power

competing priorities of govern-
ment, business- and the black
movements. Government, which
normally has a soleâ\200\231 mandate, is
unable to devise or implement
short or long-term economic poli-
cy with any degree of confidence
or consistency,

The need for an economic poli-
cy-making forum has so far been
advanced by the ANC, Cosatu and
Nactu as well as Sacob and
the CBM.

The ee is highlighted by
the prevailing economic recession

â\200\230.and uncertainty towards the fu-

ture. Ecodesa should thus not be
delayed until the completion of
political negotiations, but be con-
vened as an early an run
with Codesa.

mfhie the ANC and its allies are

excluded from economie policy-
making, the threat of destabilisa-
tion and nationalisation bedevils

- local confidence and foreign in-

vestment. The formation of Eco-
desa will allow a concrete policy
framework to be developed now,
based on a negotiated pragmatic
consensus, stimulating coafidence
and investment.

Any efforts by the key participants individually are unlikely to succeed as ownership by all stakeholders is the overriding call and ethos today. Informal contacts between the parties also fall short of a legitimate common forum, with decision-making responsibility.

Government's Department of Economic Co-ordination has not yet succeeded in achieving co-ordination within the let

alone with other stakeholders. The.

recent visit of Derek Keating to the South African Government

effectively co-ordinated. The various agencies, as the Development Bank, Trust and the Development Bank, lack the broad base of support and policy framework necessary for the effective application of their source of funds.

Business has convened various forums, for instance Sacob, Saccola and the Consultative Business Movement.

The Mass Democratic Movement has established the National Development Forum (NDF) to clarify and consolidate its own position,

in preparation for a

broader-based forum. The ANC

has indicated that it favours a definite

role in economic policy decisions with Codesa.

sion

It is rapidly emerging that the major players share a common goal and agenda for economic policy co-operation. The time is now ripe to harness these separate endeavours in a genuine forum, embodied in the concept of Ecodesa;

While Ecodesa might be set up under the auspices of Codesa, its mandate would be more immediate and proactive, with long-term policy implications. Codesa has not included economic issues in its primary mandate and agenda.

Ecodesa's initial objective

would focus on the co-ordination

participants in the economy maintaining a sense of confidence and long-term commitment

of rigid political eco-

y has given way

The lack of a common framework undermines the prevailing sense of paralysis and uncertainty, with dire socio-economic consequences

The fruitless debate continues over Government intervention versus laissez-faire. Government and private enterprise should not be in conflict but in consensus: The Pacific Rim countries are the most successful examples of government/private sector consensus and co-operation for development.

other participants, such as trade unions are an integral part of economic policy co-operation in many advanced economies.

South Africa needs a framework for both rapid growth and the equitable distribution of economic resources: A large degree of consensus exists as to these goals.

However, no clear progress is evident towards either real growth or distribution. In the absence of a proactive strategy: framework, growth is current):

and negotiations with progressively less

Lip service to either goal is not a substitute for a concrete action:

tainty and the spectre of nationalisation. .
@Eric Stillerman is director of