



FACILITATION GUIDE FOR THE DEFEND OUR DEMOCRACY CAMPAIGN'S DISCUSSION DOCUMENT LEADING TO THE CONFERENCE FOR DEMOCRATIC RENEWAL AND CHANGE



1. PURPOSE OF THE DISCUSSION DOCUMENT

The discussion document aims to stimulate countrywide discussions on the political, socio-economic and security challenges and threats facing our country and search for solutions. “It anticipates that through this process of a prior engagement, representatives attending the Conference for Democratic Renewal and Change will be better informed and thoroughly prepared for participation at the event and to articulate the views of their respective organisations and constituencies.”

2. TARGET GROUP

Organisations committed to the values of the Constitution of the Republic, including:

- Grassroots social movements
- Community based NGOs, social development organisations
- Activist groupings
- Trade Unions and worker organisations
- Co-operatives
- Business organisations
- Think tanks, Foundations, and service organisations to social formations
- Faith-based, sports, civic organisations, arts sector and cultural organisations
- Organisations advancing the interests of marginalised and vulnerable people – women, youth, LGBTQI+, elderly, disabled
- Academics and think tank/ research institutes
- Legal fraternity
- Professional associations and organisations
- Climate justice groups

3. PURPOSE OF THIS GUIDE

This guide seeks to assist the main target groups in interacting with the discussion document by conducting in-depth discussions in their organisations to understand the political, socio-economic and security challenges and threats we face as a country and generate possible solutions and a way forward.

4. STRUCTURE OF THE DISCUSSION DOCUMENT

1. The discussion document is divided into four focus areas:
 - Constitutional democracy
 - Threats to our constitutional democracy
 - The need to defend our democracy
 - What should be done?
2. In each focus area, the document provides:
 - An analysis of the situation
 - Guiding questions for discussion

5. FACILITATING DISCUSSIONS WITHIN ORGANISATIONS

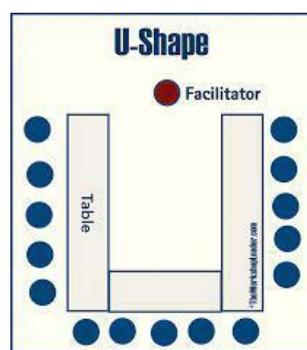
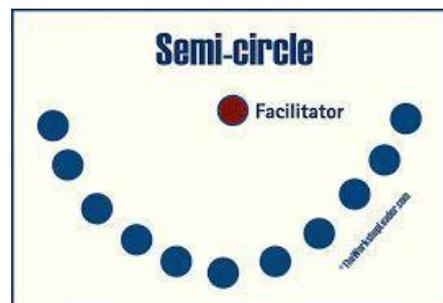
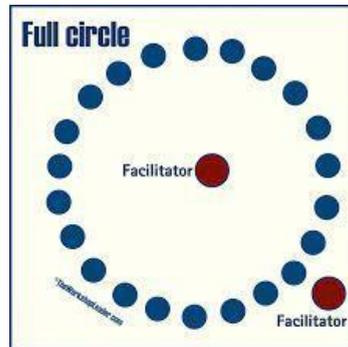
1. Participating organisations have the following options in interacting with the document:
 - Have one or several discussions within their organisation to discuss the entire document and develop responses to the questions at the end of each focus area
 - Choose specific areas of the document to focus on and develop a detailed response as an organisation
 - Invite guest speakers/facilitators to their meetings who are experts in any of the areas canvassed in the document to lead discussions within the organisation
 - Joint sessions with other organisations to get different perspectives
2. New facilitators will find some helpful facilitation tips on this website: <https://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/facilitation-skills/main>
3. The time organisations have set aside will guide the length of sessions and the facilitation approach.
4. The primary objective of these sessions is to deepen the participants' understanding of the central issues canvassed in the document and allow them to develop proposals that Conference will consider.
5. The typical structure of the session should be as follows:
 - Welcome and introductions of facilitators and participants
 - Purpose of the session
 - Icebreaker
 - Ground rules – ask participants for guidelines
 - Exercise to check the participants' understanding of the issue
 - A short input on the issue
 - Discussion in plenary or preferably in groups to develop the organisation's position on the issue
 - Quick feedback and evaluation

You may use this structure for any length of sessions. However, the heart of the sessions remains the participants' proposals. Accordingly, most time must be devoted to participants' contributions.

6. Facilitators' tools: For these sessions, the facilitator will need the following:

- Flip chart paper
- Markers (black and blue – best visibility)
- Masking tape or any other adhesives
- Laptop and data projector for presentations – these are optional. If you are using these, make sure that the venue has a wall on which you can project. Carry an extension cord.

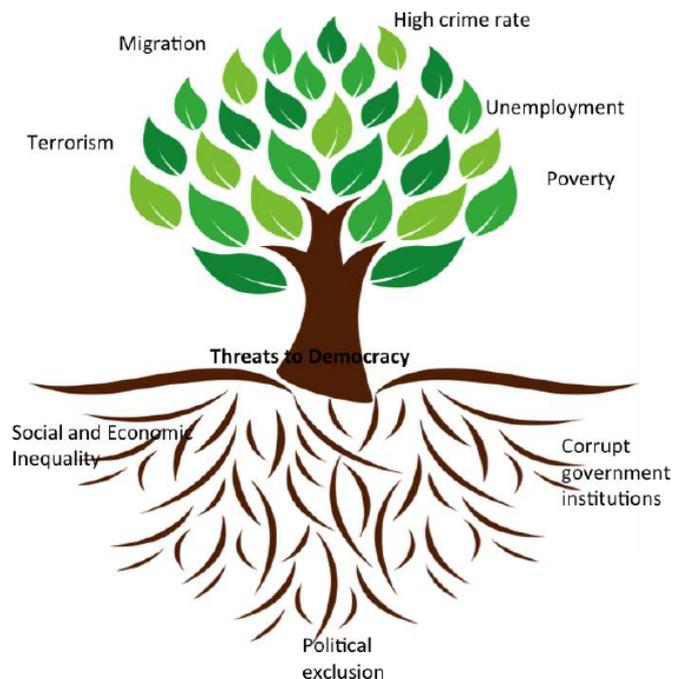
- The questions at the end of this guide
7. **Seating arrangements:** Avoid a classroom or lecture hall setup as these tend to make the deliberations top-down. Having participants in a circle is preferable, but this may not be possible when facilitating large groups. Consider using the seating arrangements as in the pictures below:



8. Each session must deepen the participants' understanding of the issue under discussion.

Both inputs and discussions must assist in probing:

- Root causes and effects – understand symptoms and underlying causes. A problem tree analysis is helpful in this regard (see diagram below as an example)
- What should be done to correct the situation?



9. When participants provide feedback that does not reflect our constitutional values, we need to use the opportunity to raise awareness. For example: Currently, there is negative sentiment and violent attacks directed against foreign nationals in the country. Some people may make xenophobic comments in the workshop – use this as an opportunity to educate. Do not shut people up.
10. Each session must develop a record of the discussion in the form of simple resolutions that, at a minimum, cover:
 - Facts in the form of a short problem statement (description of the problem - causes, effects, impacts).
 - Responses needed to address the issue
11. For each focus area, which is organised into paragraphs numbered from 6 to 44, the guiding questions in the table that follows and the questions at the end of each focus area will assist in deepening discussions. These are just guiding questions. Facilitators must think on their feet and tweak or change the questions depending on the group. Facilitators must not assume that participants understand the jargon and political speak. These must be simplified to encourage discussions.

12. Further, facilitators must use various methods to encourage participation in answering these questions and to guide the discussions. These methods allow for broader participation and prevent a few from dominating the session. Some of these methods include:

- Individual work – write answers on a sheet and stick them on the wall
- Role plays – to unpack complex issues
- Buzz groups – discuss questions with persons sitting next to each other
- Group work – in big workshops, get people to work in groups with reports for plenary
- Brainstorming – quick one-word answers

13. After each session, the facilitator should consolidate the participants' contributions into the Google Forms document and return it via email to the secretariat.

QUESTIONS TO GUIDE GROUP DISCUSSIONS IN WORKSHOPS		
Focus area	Paragraph	Guiding Questions
Constitutional Democracy	6	<ul style="list-style-type: none"> • What are the main provisions of the bill of rights? • Why are these provisions important? • What is your understanding of social justice? • How are we doing to ensure social justice and human rights as a country? What advance have we made? What are the gaps? • How well have we done in our efforts to eradicate poverty and address inequality? What advances have we made? What are the gaps? What more should we be doing?
	7	<ul style="list-style-type: none"> • What is your assessment of the performance of the three arms of the state – executive, legislature, and judiciary in carrying out their roles and responsibilities? What are their strengths and weaknesses? What improvements need to be made? • What does the state need to do to expand the social wage, grow the economy and improve access to essential services.? • What has voter turnout and voter registration dropped in recent elections? What should be done to reverse the situation
	8	<ul style="list-style-type: none"> • What are the main challenges to achieving justice and national reconciliation? What should be done to overcome these challenges? • What are the challenges to advancing the rule of law, socio-economic rights, gender equality and the transformation of our social order? What should be done to overcome these challenges?
	9	<ul style="list-style-type: none"> • What has led to negative conduct such as corruption, state capture, rent-seeking, and unethical behaviour by many leaders, public servants, and businesspeople? What more should be done to counter this conduct? • What should be done to strengthen the fight against the architects and beneficiaries of state capture and corruption
	10	<ul style="list-style-type: none"> • How do we, within the framework of the law, strengthen the voices of those that support our constitution whilst isolating those who resort to unconstitutional and undemocratic behaviour? • How do we reach the over 60 million people living in our country through civic education and other awareness programmes that advocates the values of our constitution and democracy?
	11	<ul style="list-style-type: none"> • What should citizens do if politicians violate the Constitution, disregard the rule of law, and disrespect the Courts?

		<ul style="list-style-type: none"> • How do we overcome the “cult of personality” (focusing on populist and charismatic leaders over constitutional values) in our politics?
Focus area	Paragraph	Guiding Questions
Threats to our constitutional democracy	12	<ul style="list-style-type: none"> • What should be done to rebuild trust in the political system?
	13	<ul style="list-style-type: none"> • How do we counter right-wing and populist tendencies and win back lost ground for progressive values?
	14	<ul style="list-style-type: none"> • What is the role of active citizens in protecting the assets of the state that are under attack from right-wing and reactionary forces?
	15	<ul style="list-style-type: none"> • How do we build resilient communities that can work together to prevent and counter any such uprisings in future?
	16	<ul style="list-style-type: none"> • What needs to be done to strengthen executive and parliamentary oversight? • What must parliament do for citizens’ voices to be heard and considered within its chambers?
	17	<ul style="list-style-type: none"> • We know the causes and have seen the effects of state capture and corruption: <ul style="list-style-type: none"> o How do we ensure that this does not happen again? o What needs to be done to strengthen the law enforcement agencies and the independent organs of the state to counter state capture and corruption? o What should be done to ensure proper oversight in our SOEs? What should the role of civil society be in this regard?
	18	<ul style="list-style-type: none"> • What should be done to ensure that the challenges faced by the ANC and other political parties governing in a coalition do not affect the delivery of services and further erode our democratic gains?
	19	<ul style="list-style-type: none"> • What should we do to counter corruption at a municipal level? • What can we do to help rebuild the capacity of municipalities to meet the basic needs of people?
20	<ul style="list-style-type: none"> • How do we put an end to this age of impunity? • How should civil society contribute to rebuilding the organs of state meant to protect our democracy? 	

	21	<ul style="list-style-type: none"> • What should we do to ensure that those involved in state capture, corruption, looting and violence do not escape accountability?
	22	<ul style="list-style-type: none"> • What is required to counter rising unemployment, poverty, and hunger? What is the role of civil society in this?
Focus area	Paragraph	Guiding Questions
Threats to our constitutional democracy	23	<ul style="list-style-type: none"> • How do we use the values contained in our Constitution to renew our politics, change the direction our country is heading, and build a social compact to address the challenges we face as a country? • What is the role of civil society in this regard?
	24	<ul style="list-style-type: none"> • What kind of political system and culture is needed to renew and change our democracy so that it works for all and places power in the hands of the people? • What is the role of civil society in building this political system and culture?
The need to defend our democracy	25	<ul style="list-style-type: none"> • What is civil society's role in preventing a return to an inept and corrupt state like the apartheid era?
	26	<ul style="list-style-type: none"> • What is civil society's role in instilling a culture of solidarity, human dignity, and care for one another amongst our citizens? • What is our role in this regard?
	27	<ul style="list-style-type: none"> • What should be done to oppose the threats to our democracy and defend the abiding values enshrined in our Constitution? • What is civil society's role in this regard?
	28	<ul style="list-style-type: none"> • What must we do to isolate the corrupt few whilst promoting ethical values and defending the gains of our liberation struggle?
	29 -30	Canvassed in other paragraphs
	32	<ul style="list-style-type: none"> • What must we do to ensure that the government fulfils its responsibilities concerning the recommendations of the Zondo Commission? • What must we do to ensure more substantial and more decisive action from the President and his government?
	33 - 34	<ul style="list-style-type: none"> • What must we do in defence of our constitution and our country if the forces of state capture and corruption seek other means to destabilise our country?

What should be done?	35	<ul style="list-style-type: none"> ● Present questions as in the document
	36 -37	<ul style="list-style-type: none"> ● What will it take to build and sustain a united front with a common purpose of strengthening and deepening our democracy? ● What efforts must we make to mobilise youth and women's organisations locally to participate in the broad united front?
Focus area	Paragraph	Guiding Questions
What should be done?	38	<ul style="list-style-type: none"> ● How do we ensure that elected public representatives fulfil their constitutional responsibilities of reporting back, consulting and communicating with citizens? ● How do we ensure that the workings of government become more transparent and that citizens can access information timeously and without being hampered by red tape?
	39	<ul style="list-style-type: none"> ● What must we do to inform better, educate and conscientise the mass of our people about the struggle against corruption and state capture and to counter fake news?
	40	<ul style="list-style-type: none"> ● What must the broad united front do to ensure that the private sector conducts its business on ethical principles and contribute to inclusive economic growth and create jobs? ● What is the role of the private sector in countering state capture and corruption and strengthening governments' service delivery responses?
	41	<ul style="list-style-type: none"> ● What changes would we like to see with the electoral system?
	42	<ul style="list-style-type: none"> ● What amendments to the Constitution should there be concerning the powers of the President? ● Are there other amendments to the Constitution that should be considered? ● What are the advantages and disadvantages of the document's proposal to reduce the number of politicians who serve on the Judicial Services Commission and replace them with retired judges and people from civil society?
	43	<ul style="list-style-type: none"> ● How do we exercise oversight concerning the implementation of the Political Party Funding Act?
	44	<ul style="list-style-type: none"> ● How do we ensure that the government's response to the Zondo Commission will not tinker on the surface but cut deep to root out corruption and state capture from our body politic?

6. WAY FORWARD

1. The Campaign should train a pool of approximately 20 facilitators per province to customise workshops for different audiences based on the number of participants, literacy levels, and available time to run these workshops. We can use the training to design a few customised workshops that facilitators may use in the programme's rollout.
2. At the national level, a team of facilitators should assist provincial facilitators by going over their workshop designs. Further, this team of facilitators can assist in rolling out the initial workshops in provinces.
3. The Campaign should make available a pool of "experts" who can lead discussions facilitated by the pool of facilitators on some of the critical areas of the discussion document:

For example:

- Poverty and inequality
- Constitution and bill of rights
- Strengthening the criminal justice system
- Fighting corruption and state capture
- Political Party Funding Act
- Electoral reform

We could design the customised workshops on these topics, referred to in point 1.

* *This facilitator's guide was drafted by the [Education Training Unit \(ETU\)](#). The Defend Our Democracy Campaign extends gratitude to ETU for drafting this guide.*