



PEOPLE'S COALITION

Discussion Document on evolving C19PC structure (a work in progress)

Prepared for Convenors Forum of 11 April 2020

[1. Introduction:](#)

[2. Current practice:](#)

[3. Emerging Structure \(a work-in-progress\)](#)

[4. Note of mandates, accountabilities \(& some questions\)](#)

[4.1 Governance Elements](#)

[4.1.1 MEMBER ORGANISATIONS](#)

[4.1.2 MEMBERS FORUM](#)

[4.1.3 PROGRAMME OF ACTION](#)

[4.1.4 SOLIDARITY & OTHER PRINCIPLES](#)

[4.2 Operational Elements](#)

[4.2.1 WORKING GROUPS](#)

[4.2.2 WORKING GROUP CONVENORS](#)

[4.2.3 CONVENORS FORUM](#)

[4.2.4 SECRETARIAT](#)

[4.2.5 FACILITATION TEAM](#)

1. Introduction:

The structure of the C19 Peoples Coalition is a work-in-progress emerging from our practice. It will continue to evolve rapidly as new precedents are set, mistakes are made and corrected, etc. We are building this ship on the water – a stormy sea.

We are committed to inclusivity, democracy, enabling activists to drive the work of the coalition, and accountability to the organisations that have endorsed the Coalition.

This document forms part of a process that aims at building consensus so we can formally adopt a structure that supports and enables our work - and ensures the necessary accountability.

For more background read about the evolution of the Coalition's [structure up to the 31 March 2020](#) (especially useful in this document are sections on “10 quick thoughts on feminist organising in the face of COVID--19” and “non hierarchal communication and structure based on Extinction Rebellion’s experiences”)

2. Current practice:

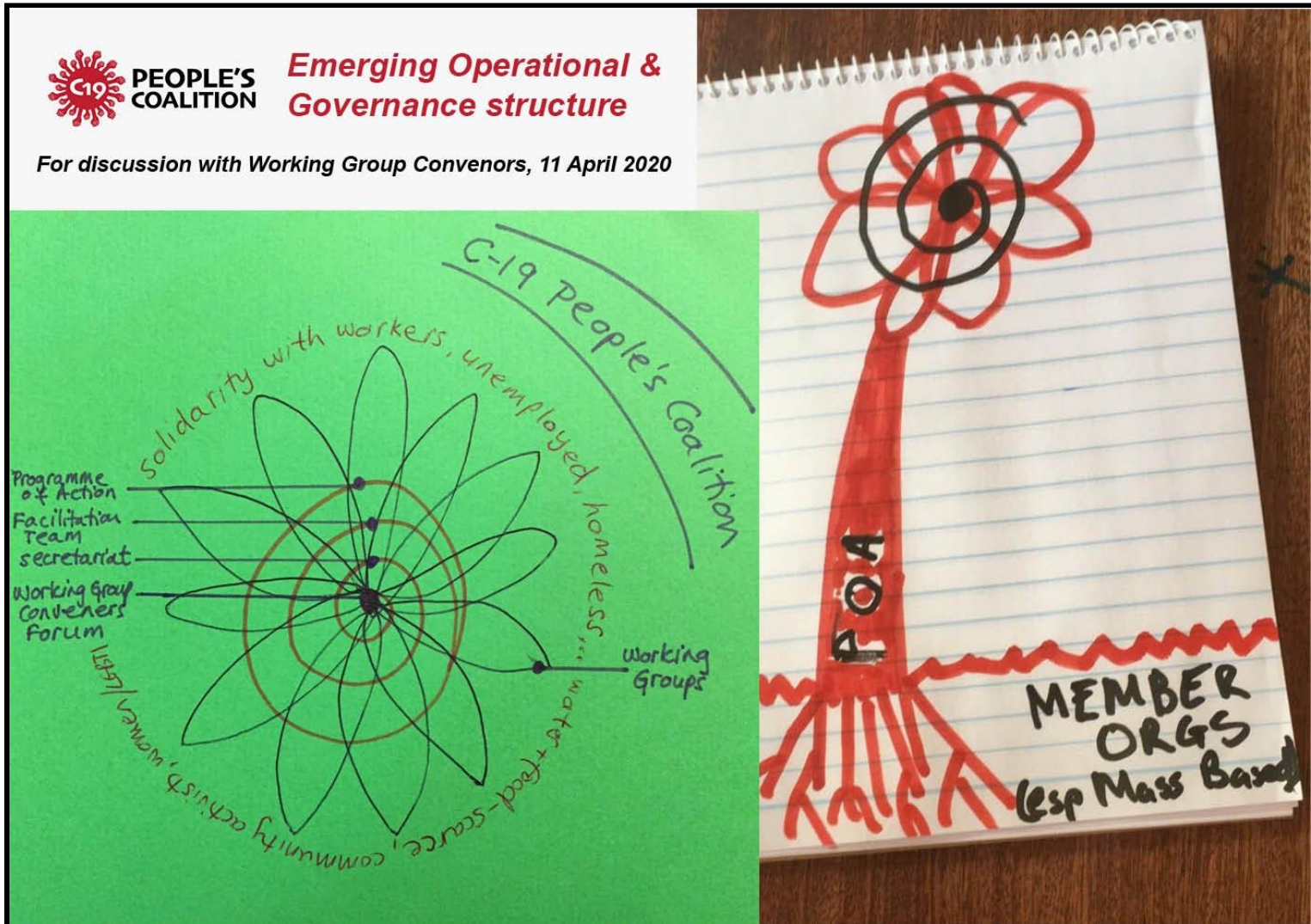
We believe our structure is emerging organically from our practice. Our task is to reflect on our current practice and discern what works well unleashing activist energy, and what is causing blockages and frustration - then document and adopt the structure (before reflecting again).

- Organisations that have endorsed the [Coalition's Programme of Action](#) are invited to participate in the practical work of the [Coalition](#).
- People from organisations that have joined are [invited to become active](#) in one or more of the over eighteen [C19PC Working Groups](#). (individuals are also active in working groups)

- Coalition Working Groups are the engine of the campaign. They have relative autonomy and develop Coalition positions, release statements, undertake advocacy, popular education, and organising.
- The Coalition is coordinated by a [Facilitation Team and a Forum of all Working Groups Convenors](#) with the support of a small Secretariat.
- We intend to call regular meetings of member organisations to review and refresh the Coalitions' mandate.

3. Emerging Structure (a work-in-progress)

The following work-in-progress structure has emerged from reflection on our practice, discussions on the Facilitation Team, and some consultation with Coalition activists. The current or proposed mandates and accountabilities of the various elements are described in the note in section 4 below. :



4. Note of mandates, accountabilities (& some questions)

4.1 Governance Elements

4.1.1 MEMBER ORGANISATIONS

COMPOSITION:	Organisations that ensure the Programme of Action and signup to be members (see current list of 220 endorsers)
---------------------	---

MANDATE:	Participate in the Members Forum and second comrades to participate in Working Groups.
ACCOUNTABILITY:	Accounting to their various governing structures and constituencies.
OPERATING:	Ad-hoc in the Members Forum and forwarding comrades to participate in Working Groups.
QUESTIONS:	<ul style="list-style-type: none"> Do they remain members until they formally withdraw membership? Or are there commitments to standards of participation? Or annual renewals?

4.1.2 MEMBERS FORUM

COMPOSITION:	Each member is entitled to participate in Members Forum
MANDATE:	Hold the values and purpose of coalition, review and refresh mandate of operational elements, receive reports from operational elements and hold them accountable
ACCOUNTABILITY:	Reports & accounts to individual Members, holds operational elements accountable
OPERATING:	Meets monthly by Zoom
QUESTIONS:	<ul style="list-style-type: none"> Is there a quorum for these meetings? Do we privilege the voice of mass based orgs given our commitment to centering the working class?

4.1.3 PROGRAMME OF ACTION

COMPOSITION:	The POA and future documents adopted by the members Forum
MANDATE:	Give framework of principles, positions and priorities to operational elements
ACCOUNTABILITY:	Reviewed and developed by Membership Forum. Binding on operational elements.
OPERATING:	Everyone across the P19PC must be familiar with POA and future documents adopted by the Members Forum.
QUESTIONS:	<ul style="list-style-type: none"> Is the POA a sufficient platform to unite us at this point?

4.1.4 SOLIDARITY & OTHER PRINCIPLES

COMPOSITION:	The first Convenors Forum and the Facilitation Team have identified the need to develop more explicit commitments to mass-based and working-class organisations and towards poor and working-class neighbourhoods and communities
MANDATE:	Ensure conduct and content that is aligned to shared values/vision
ACCOUNTABILITY:	Hold everyone accountable to shared values, principles, etc.
OPERATING:	There should be an emphasis on induction of comrades to everyone across the P19PC is familiar with the Coalition' principles, values etc.

QUESTIONS:	<ul style="list-style-type: none"> • How do we ensure that we have better representation of poor and working class organisations and communities in all parts of the Coalition's work?
-------------------	---

4.2 Operational Elements

4.2.1 WORKING GROUPS

(see list of Working Group work-in-progress mandates in Appendix 1)

COMPOSITION:	<ul style="list-style-type: none"> • At some point the links to some WGs were shared widely and a variety of people (from endorsing organisations and not) joined groups. • Other groups are taking a more gradual approach to establishing, starting with a core group of comrades to discuss a mandate before opening the group up.
MANDATE:	<ul style="list-style-type: none"> • Coalition Working Groups are the engine of the campaign. • Every WG is expected to develop a 'mandate' statement that outlines their purpose (see APPENDIX 1). • WGs develop Coalition positions, release statements, undertake advocacy, popular education, and organising.
ACCOUNTABILITY:	<ul style="list-style-type: none"> • Working Groups enjoy relative autonomy : <ul style="list-style-type: none"> ○ They must work within the positions of the POA ○ When Working Groups want to release a public statement they must allow the All Convenors Forum 3 hours to check that the public statement is inline with the POA.
OPERATING:	<ul style="list-style-type: none"> • Working Groups discuss issues and coordinate action on an ongoing basis using whatsapp, eial and occasional Zoom meetings.
QUESTIONS:	<ul style="list-style-type: none"> • Should individuals that are not accountable to any endorsing organisation be active in public statement? • Should the process of appointing Convenors be more formalised?

4.2.2 WORKING GROUP CONVENORS

(see list of Working Group Convenors in Appendix 2.1)

COMPOSITION:	Coming from Working Groups
MANDATE:	Convene Working Groups and represent them in Convenors Forum
ACCOUNTABILITY:	Account to Working Groups, to the WG Mandate, and to the broad vision of the Coalition as represented by Members and the POA
OPERATING:	Ongoing via whatsapp, email, occasional zoom
QUESTIONS:	<ul style="list-style-type: none"> •

4.2.3 CONVENORS FORUM

COMPOSITION:	All WG convenors
MANDATE:	<ul style="list-style-type: none">• Share experiences in building the Coalition so that it can be a place of learning, conscientisation and solidarity.• Provide political analysis and direction to the work of the Coalition.• Ensure synergies across WGs.• Ensure other WGs statements are aligned to the POA
ACCOUNTABILITY:	Accountable to WGs and Members. Relation with Facilitation Team unclear
OPERATING:	Daily on whatsapp, weekly zoom
QUESTIONS:	<ul style="list-style-type: none">•

4.2.4 SECRETARIAT

COMPOSITION:	Currently 1 person appointed by Facilitation Team
MANDATE:	<ul style="list-style-type: none">• Support activist Working Groups to ensure the Coalition's work has the desired impact on the spread of COVID19;• Work with Coalition activists to maintain effective participatory decision-making processes characterized by transparency and accountability;• Engage donors to ensure sufficient resources for the Coalition's work;• Develop and maintain the Coalition's administrative systems, including:<ul style="list-style-type: none">○ Information management;○ Contact management;○ Financial management;
ACCOUNTABILITY:	Reporting to Facilitation Team
OPERATING:	Daily online
QUESTIONS:	<ul style="list-style-type: none">•

4.2.5 FACILITATION TEAM

(see list of Facilitation Team in Appendix 2.2)

COMPOSITION:	Began as 6 comrades tasked with writing the POA, expanded to a 'Task Team' incorporating comrades from TAC, SAFTu & EE. Recently renamed to better reflect the emerging role.
MANDATE:	<ol style="list-style-type: none">1. Support political and strategic cohesion across WGs (through Convenors Forum and WGs we are active in)2. Promote effective and democrating and comradely ways of working within and across WGs3. Enable participation - especially of mass orgs & working class activists;

	<p>4. Develop and hold coalition operational policies & best practices,</p> <p>5. Communicate with key stakeholders and feed into WGs (where WG do not already have direct contact)</p> <p>6. Raise & manage funds for WG operations & projects</p> <p>7. Oversee secretariat</p>
ACCOUNTABILITY:	Works with Convenores Forum accounts to Members
OPERATING:	Meeting daily 8-10am, ongoing online
QUESTIONS:	•

ENDS

APPENDIX 1: Working Group Mandates

Please update/add:

WORKING GROUPS		MANDATE
1	Community WG	
	Basic Needs	<p>1. Currently, 3 work areas/needs identified: —Mental health & psychosocial —Food —Rural Needs (supporting rural communities—big gap here)</p> <p>2. Each of these issues will set up as subgroups to further identify their mandates, bearing in mind issues raised in initial mtg, what's going on in other WGs and as provincial groups arise to increasingly taking over provisioning role.</p> <p>3. BNWG to network, share information and identify gaps re all basic needs in a general way, specifically on an issue and across the range of needs, and with a concentrated focus on working with grassroots orgs and structures.</p> <p>4. BNWG will evaluate its mandate on on-going basis and as WG structures become clearer, or new role is identified.</p> <p>5. One big gap regarding basic needs is critical engagement with lockdown policies (including legal advocacy) with eye on impacts beyond.</p> <p>6. From beginning of lock down, we've seen our work strategy in terms of immediate relief (21 day lockdown), medium term (spanning possibly prolonged or periods or intermittent lockdowns) and long-term (or post pandemic) to intervene to substantially change socio-political landscape for equitable access to basic needs for all.</p>
2	Economic WG	
3	Education WG	
4	Gender WG	<p>1. To front and centre and voice a feminist voice within the coalition and actions.</p> <p>2. To ensure information goes to where it needs to go and where it is most needed.</p> <p>3. Holding each other from the heart - mental well-being; showing up for one another, voicing feminist agency.</p> <p>4. Highlighting and amplifying GBV issues</p>
5	Workers Rights WG	
6	Legal WG	
7	Media WG	Coordiante work of Task Teams:
	Press Liaison	ensure that popular media receive all external communication and that the coalition is represented in popular media
	Social Media	ensuring the external messaging and media we produce and share is reflective of the Coalition's purpose - rooted in social justice and democratic principles, prioritising those who are most vulnerable, who face the pandemic with hunger, weakened immune systems and poor access to housing, health care and social safety nets.

	Content	<p>To source, gather, verify, curate, archive and make available to the public already existing materials that respond to the Covid-19 crisis.</p> <p>Identify gaps within these materials that the content and materials team, in collaboration with the education team and other partners can fill. This includes but is not restricted to gaps in available popular materials, where the format used is unclear or alienating and doesn't communicate effectively, as well as in cases where information needs to be contextualised locally to be effective, translation is needed etc.</p> <p>To consult with communities on communication and materials needs and collect or produce materials in response to these needs</p> <p>To produce and package original creative materials in response to the Covid-19 crisis. The request/brief for these might originate from within the group, or the larger coalition, and should be in response to the gaps and needs identified. The content we produce should prioritise the most vulnerable, their stories/experiences needs. It should also be mindful of accessibility in terms of language, complexity, disability and data access.</p> <p>Materials should also include visually striking, innovative communication tools that are compelling and do not rely on words so as to reach a wide range of literacies. Content producers should draw on effective popular education methodologies, and consider the efficacy of good propaganda, marketing tools, and pop culture (in an ethical manner).</p> <p>To make sure the content fed to our website and social media channels is of a high standard in terms of accuracy, accessibility, and design. Content should be human and approachable, and creative in order for it to reach people.</p> <p>To package C19 People's Coalition communications in a visually engaging manner where needed.</p> <p>Facilitate a creative/discursive space for artists of all kinds to reflect and respond to the current crisis.</p>
	Website	Develop and update www.c19peoplescoalition.org.za
	Internal Comms	facilitating and empowering structures within the coalition to effectively communicate, remain transparent and stay informed of what it taking place in the coalition.
	Regional Solidarity	<ol style="list-style-type: none"> 1. To provide and assist one another with access to information 2. To share resources, information and campaign material. 3. To encourage and provide support to the collective organization of civic organizations at national level, and where possible at sub-regional level. 4. To develop a set of regional demands to our respective governments and other relevant development partners in line with the POA.
8	Anti-Repression WG	<ol style="list-style-type: none"> 1. To prevent violations by the security forces during lockdown 2. Co-ordinated reporting of security forces violations 3. Civilian monitoring and peace-keeping of security forces during lockdown 4. Public education of rights and reporting in relation to lockdown regulations and security forces
PROVINCIAL GROUPS		MANDATE
9	Eastern Cape	
10	Free State	
11	Gauteng	

12		KZN	
13		Limpopo	
14		Mpumalanga	
15		North West	
16		Northern Cape	
17		Western Cape	

APPENDIX 2: Names of current leadership

WG CONVENORS

		CONVENOR	CELL	EMAIL
	ALL CONVENORS	Mark Weinberg	727249601	markthaboweinberg@gmail.com
1	Anti-Repression	Kelly Gellispie & Zelda Holtzman	082 294 3402 & 082 466 0007	kelly.gillespie.01@gmail.com, zelda.holtzman@tshisimani.org.za
2	Basic Needs	Roshila Nair	064 877 0434	NRXROS001@myuct.ac.za
3	Community Action	Axolile Notywala & Minhaj Jeenah	074 386 1584 & 072 456 7260	axolile.n@gmail.com, jeenahminhaj@gmail.com
4	Economic	Dominic Brown, Nishall Robb & Ruth Hall	081 309 4973, 068 168 3146 & 083 302 2063	dominic@amandla.org.za, _____, rhall@uwc.ac.za
5	Education (ECD & School)	Noncedo Madubedube	079 170 4656	noncedo@equaleducation.org.za
	Post-school Education	Asher Gamedze	071 548 9919	Kingasher11@gmail.com
6	Gender	Rukia Cornelius	079 896 0401	rukia.cornelius@oxfam.org.za
7	Health	Anneleen De Keukelaere	071 133 4998	anneleen@phm-sa.org
8	Worker Rights	Mametlwe Sebei & Stephen Faulkner	081 368 0706 & 082 817 5455	mametlwesebei@gmail.com, stephenfaulkner1951@gmail.com
9	Media	Mohammed Jameel Abdulla	082 908 3828	jameel.abdulla@tshisimani.org.za
10	Regional Solidarity	Jabu Tugwana, Benta Moige, Boa Monjane,	065 806 0441, +254 717 207375, & +258 82 260 5010	jtugwana@gmail.com , boa.monjane@gmail.com , bentkerubo@gmail.com
	PROVINCIAL	CONVENOR	CELL	EMAIL
11	Eastern Cape	Nicole Collier-Naidoo	082 838 8659	nicole.collier.naidoo@protonmail.com

12	Free State	Khokhoma Motsi	073 490 7623	motsi.khokhoma@gmail.com
13	Gauteng	Rehad Desai	083 997 9204	rehad@icon.co.za
14	KZN	Cindy Ngidi	083 320 4173	cindy.ngidi88@gmail.com
15	Limpopo	Francina Nkosi	072 877 9972	wwao.org@yahoo.com
16	Mpumalanga	TBC	TBC	TBC
17	North West	Shelboy Mashamaite	071 308 3303	raserolamashamaite@gmail.com
18	Northern Cape	TBC	TBC	TBC
19	Western Cape	TBC	TBC	TBC

FACILITATION TEAM

Anele Yawa

Leslie London/Lydia
Cairncross

Rehad Desai

Jameel Abdulla

Mazibuko Jara

Sibongile Tshabalala

Karl Van Holt

Noncedo Madubedube

Zelda Holtzman

Kelly Gillespie

Zwelinzima Vavi

SECRETARIAT

Mark Weinberg, interim Operations Coordinator