

J4

Ken J4

A. Goalsetting

It is necessary for us to set our sights high, but we should also be realistic. An incorrect assessment of what is possible can lead to public embarrassment for the Front and can be used to undermine the confidence of the people in the Front. Our activists also become demoralised if they had worked very hard and failed to attain goals we've set for ourselves.

In future proper assessment and planning should take place in all structures which will be expected to contribute to the attainment of a particular goal. Logistics should be worked out as far possible before we commit ourselves firmly.

We should also define far more clearly what objectives we have i.e. whether the emphasis is on depth or high profile activity. During the elections we also learnt that is not possible to sustain two intensive campaigns with different profiles at the same time (i.e. elections & MSC).

(2)  
Criteria for affiliation

Organisations. The UDF must continue to encourage as many kinds of organisations with their interests, irrespective of their size or constituency. We should be realistic about the fact that we will rely more on some affiliates to do the mass work while that of others are valuable in other respects.

Where we need to make a distinction, is in terms of decision-making. A formula should be found where numerical representation at decision-making. Forums like G.C should be commensurate with the capacity of an affiliate to take practical responsibility to implement decisions of the Front.

2. Regions. We should critically assess what the point is at which regional status is accorded. It appears as if our earlier motivation that inclusion into national structures will stimulate the development of regions, has had some adverse effects. Very often this has drained those areas, because of the demands placed on them. They are often compelled to respond to activities which were decided on by national structures where the pace is determined by the stronger region. In the long run this can undermine development.

We should accept that the core of the UDF will always exist around urban areas like Johannesburg, Durban, East London, Port Elizabeth & Cape Town. However, fairly substantial structures are developing in some of the rural areas which form part of our existing regions. We need to find ways of incorporating those areas more directly into decision-making of the UDF, because distances from the towns responsible for them often makes this impossible.

Possible guidelines for the future:

— Conferences must have been allowed to develop to the extent where there is a general council which can meet regularly and consist of affiliate organisations

Organisations in the geographic area, must launch the region and apply for national status once they feel they are in a position to take responsibility for (i) surrounding area

(ii) national campaigns

- Re-assess existing regions l.t.o. above criteria

- Assess whether regional boundaries should be re-defined to create smaller more manageable regions.

#### C. Decision-making:

##### 1. Processes:

We need to strike a balance between the need for UDF to respond speedily to crisis and the need for all our affiliates to be party to and committed to decisions we take.

Practical proposals in this regard are that agendas of national gatherings be sent out timeously and that allowance be made for discussion thereof in affiliates and that affiliates be encouraged to make suggestions l.t.o N.E.C agendas. We should accept that we will have to respond to urgent issues and take decisions without following this procedure. The nature of such discussion and decisions should however be disseminated as soon as possible to all affiliates.

##### 2. Autonomy of affiliates in relation to decision.

It is unhealthy for any of our affiliates to actively go against majority decisions taken. We should however understand when some affiliates are not in a position to participate actively in some of our campaigns. Such affiliates should however be encouraged to look at means of playing a supportive role.

In terms of our past practice, we need to assess flexibility/autonomy and its implications for unity in the Front.

#### D. Accountability:

The formation of the UDF marked a new era of closer co-operation between progressive forces in S A. Most of our affiliates do not have the experience of having worked in an alliance like the UDF. While we encourage affiliates to take up campaigns, we must bear in mind that the work of our affiliates will invariably have a bearing on the work of the rest of the Front. As affiliates, we should feel duty-bound to consult with or at least inform the rest of the Front about all campaigns we propose to tackle, particularly when campaigns will be mass based. This can only serve to strengthen such campaigns and contribute to unity in action.

E. Discipline

Because we are a Front and not a political organisation, the only basis in terms of which we can take disciplinary measures against any affiliate or individual, is the principle enshrined in our declaration, resolutions and working principles. We should endeavour to foster sound relationships among our affiliates but we should be aware of the UDF's limitations to try and resolve differences among organisations especially where those differences arose because of dynamics outside of the Front.

If such transgression does occur, R.E.C's & N.E.C should not be structures which decide on the form of discipline. Such matters are best dealt with collectively through forums like Regional G.C's.

UDF has no real discipline over individuals in the Front - organisations must take responsibility for their membership. We should however bear in mind that the best guarantee for discipline is to inculcate a sense of trust and a strong loyalty towards the front and its objectives. Drastic disciplinary measures should only be considered after comradely attempts to explain to those at fault, had failed or if the fundamental principles of the UDF had been consciously flouted.

F. Structures

We need to assess whether our existing structures are appropriate for the work it is intended to do. The following are some practical proposals:

- NGC - should gather only once a year and serve the purpose of an AGM
    - should only take place after regional AGM's
    - representation per region should be determined l.t.o numbers only. Regions should decide how best they and their affiliates can be represented.
    - we should determine how national formations will be represented if the above proposal is accepted
  - NEC - to be held less often
    - its work should revolve largely around policy and broad guidelines for work
    - emergency NEC's to be called only if regional feedback is not the best method at arriving at a national position. Practical decisions to be taken by appropriate structures e.g Treasury, Secretariat, Publicity dept
    - all reports to be circularised prior to NEC and only matters arising to be discussed
- ~~given~~ the logistics and finances ~~involved~~ in having an NEC, ~~we~~ should assess its size.

### G. Education & Training

We are very conscious of the need for far more systematic education & training of our activists as well as new people who are being drawn in. We need to assess whether this is best done through permanent, high structures or more informally.

There are two categories which are not necessarily related.

- 1) Equipping our activists with organising skills. This is best done when based on practical experience e.g. briefing before going into areas & assessments afterwards.
- 2) Broadening the political understanding of those within the front. Regular open discussions or forums should be encouraged as long as these do not become substitutes for structures like GC to discuss policy matters.

We should look at how experience in this regard can be shared.

### H. Relationship to non-affiliates

Our emphasis should always be to seek those areas where co-operation is possible. It is important that we should continue to try and win over all progressive organisations.

As far as other political tendencies are concerned, our most serious consideration should be those which have a mass base. By now we should be able to be realistic about the areas and nature of co-operation which is possible. It is our task to ensure that we and those not affiliates never lose sight of the fact that the apartheid state is the enemy and that if any ideological differences do exist, we should respect those and not allow it to undermine the potential areas of unity.

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