



Dear Isizwe,

We are writing from one of the newer UDF regions. We found the article on Democracy very useful for our work. There is one organisational topic that is part of organisational democracy which we feel was not covered and should have been. This is the question of Delegating. We find that too often our work is blocked by a weakness on this point. We have analysed this question, and this is how we see things.

Let me give an example. We call a regional meeting and we find that some comrades in the leadership in some areas fail consistently to attend these regional meetings. Or if they come, they always have a reason for hurrying back to their areas before we have completed our agenda.

Why does this happen? It is not that the comrades in question are lazy, or unserious about political work. The problem is that in their approach to work these comrades have built too much around themselves personally. This is why they feel they cannot be away from their village or township or area for more than a few hours. Otherwise they seem to think everything is going to fall in.

We think there are three main weaknesses with this style of work.

a. Number one - this is a short-sighted approach. If you always take on all the work yourself, then obviously, there will never be anyone who can stand in. This is where delegating is important. To delegate does not mean that you give up your own overall responsibility that the work must be completed. In doing so you are building leadership skills in others, and you are spreading the work load and more can be done.

Also, where an individual does it all, it happens that the strong points of the individual and the weak points affect the whole area. For instance, maybe the individual is very militant but a poor organiser, or good at theory but not very militant and active. Then, if the individual has not been delegating and thus also benefitting from the skills of others, then the whole area will have his strong and weak points.

b. Number two - especially in our situation with an emergency and death squads it is very important to be building other

comrades. We must share skills and leadership knowledge. Anyone of us can be detained or worse, but the work must continue. A person who makes everything depend on himself or herself personally is not responsible.

- c. Number three - building up personal power and making oneself irreplaceable encourages factionalism. If you treat a particular area as if it belongs to you personally, then sooner or later you will get other individuals in the area building their own personal factions against you. This way nobody approaches the struggle correctly, with a political and organisational approach. Everything becomes personal.

To come back to our example we gave at the beginning. This number three argument against the personalised approach tells you why often comrades claim that there are pressing matters at home, and they cannot stay for the full agenda. The reason for this is that they are scared to leave their home base, because in their absence some other strong individual or faction will take over. So they refuse to leave, or they rush back after just a few hours. This does not solve the problem, it keeps it going. Instead of rushing back each time, these comrades must learn to change their style of work. Above all they must learn to delegate, to build up teamship.

This is one problem we are having in our work and these are some explanations of how we analyse the difficulty. We wonder if other regions have had similar problems and how they solved them?

EACH ONE TEACH ONE ! EVERY MEMBER AN ORGANISER!

Yours in the struggle
O.N.