

PAMPHLET NO. III.

TECHNICAL AND ORGANISATIONAL ASPECTS OF THE YU CHI CHAN * CLUB.

This guide to this structure, function and task of the Y.C.C.C. is based on our theory of the Revolution, our general strategy and experience in the field. It sets out the task of the Club for the present and for the ensuing months. It will be revised at approximately six-monthly intervals, and addenda made when the need arises.

1. WHAT IS OUR PRIMARY TASK ?

Our primary task is to do ALL that is necessary to prepare for, plan and carry through the military phase of the Revolution in South Africa.

Pamphlet No. II has given the theoretical basis for our work. It showed:

- *That the non-white people constitute the main revolutionary force in South Africa.
- *That the Revolution will be carried forward by means of guerrilla warfare aimed at the destruction of the herrenvolk State;
- *That guerrilla warfare will be based on the rural areas; agrarian.
- *That the most typical guerrilla fighter will be an ardent revolutionary fighting for land;
- *That geographically speaking the Revolution would take the form of liberating certain KEY AREAS and expanding from these;
- *That the war in the rural areas should be supported by sabotage in all towns and important industrial areas;
- *That this is the Revolution of the oppressed and exploited PEOPLE of South Africa (as opposed to a secret conspiracy involving only a few persons.)

We must plan our work in the light of all these important considerations.

2. WHAT IS A GUERRILLA ?

A guerrilla is an ardent, convinced person who is willing to sacrifice his life and to take up arms to win freedom.

He is far more than a man with a gun; the gun is but one part of his activity. He represents the highest development of a dedicated revolutionary and effectively unites political theory with military action. where

He knows when to fight and to fight. He does not fight all the time. In fact most guerrilla activity does not involve fighting! Much time is spent spreading political propaganda, winning support for the Revolution and weakening the influence of the enemy. A guerrilla is always creative; he is creating a new society. As he builds he reduces the present oppressive society to ruins.

The guerrilla will determine his work according to the needs of our Organisation and the stage of our struggle. For the next year none of our guerrillas will engage in military activity of an offensive nature.

3. RELATION OF THE Y.C.C.C. TO THE REVOLUTION:

We see the revolution coming about this way: The oppressed of South Africa continue to rise against the enemy as they have done since Pondoland. Each uprising will display more emphasis on armed attacks against the State, and will provoke the nation-wide urge to move forward in the same way. Local struggles will duplicate themselves all over the country, merge, expand and progressively involve the whole nation.

The Y.C.C.C. sets out to establish an organisational network that will lead the struggle! We train guerrilla fighters for leadership of the national liberatory war. Our relations to the masses is on a military level, that of officers to private soldiers. The masses will supply private soldiers in their thousands. Our work is to organise, unite and lead them into battle. We train leaders. We do not intend to recruit a vast army, which must number tens of thousands of men. We train officers who, under the correct circumstances recruit their own men (there will be no lack of volunteers.)

The guerrillas we select and enrol must be persons who stand out because of sincerity, dedication to the struggle and their ability.

The Y.C.C.C. is a wide network made up of hundreds of cells, (one cell to each major town in South Africa). When and as the masses revolt our trained personnel will NATURALLY (because of their training and ability) take the lead in these uprisings, arm the masses and instruct them in guerrilla warfare. We will co-ordinate the multiple revolts into a national Revolution. We will see to it that localised uprisings have a national effect on local activity.

4. ORGANISATIONAL ASPECT OF THE Y.C.C.C.

This Club is organised in breadth and in depth. The plan is to establish guerrilla units all over South Africa rather than establish numerous units in only a few important areas (of course EMPHASIS is given to important areas).

A. 10 REGIONS:

South Africa (always for our purposes including South West Africa) is divided into 10 regions. These Regions follow the pattern adopted by the South African Defence Force, but this is arbitrary and of no major military or strategic importance.

The 10 Regional leaders will form the National Revolutionary Committee and will formulate national strategy. In their hands rests complete control of internal and external aspects of the Revolution. They represent the embryonic government of the people.

(NOTE: (a) The figure 10 used often here is on most occasions purely arbitrary, and used essentially to illustrate.

replace him at a moment's notice if necessary.)

At present each national leader represents one region and is responsible for preparing these regions militarily and politically. These leaders we now send out are appointed by the Central Committee of the YCCC. With growth of our organization they will be kept in position by ability only.

B. 50 ZONES:

Each region is divided into 5 zones depending on geographical, political, industrial and military factors.

The five leaders of the zones form the Regional Committee. This Committee adapts national policy and strategy to local situations.

C. 250 CELLS:

Each zone is divided into 5 areas; and the 5 (10) area leaders form the Local Committee. The area is represented by a cell, consisting of 10 members.

Thus 5 Cells (one per Area) = 1 Zone
5 Zones = 1 Region.
10 Regions = South Africa.

This is our network.

EXAMPLE:

The Cape Province (excluding the Transkei) is one Region. It is divided into 5 Zones i.e. Cape Peninsula, Boland, Midlands (Railway Line), the Southern Coastal Region and the remaining northern section from the Atlantic to Kimberley.

The Cape Peninsula (1 Zone) is divided into 5 Areas (represented by 5 Cells) i.e. Northern Areas (Elsies River, Bellville), Cape Town Central (Sea Point), Athlone, Southern Suburbs (Lansdowne, Retreat to Simonstown) and the Locations (Langa, Nyanga).

D. 2500 MEMBERS:

The network will have 250 Cells, each of 10 Members. The target is thus 2500 Members (minimum) distributed throughout South Africa.

5. PROFESSIONAL REVOLUTIONARIES:

It is patently impossible for the work of our network to be carried out by persons who can only devote a certain number of hours to it each day. We require at least 10 Professional Revolutionaries (1 for each Region) who constantly travel from Area to Area to do the work and co-ordinate the work of each division. These 10 could arrange to meet every 3 months to plan further work. Generally such a time-table would allow each leader to spend about one week with each Cell (or only with the Cell leaders) to pass on information and technical knowledge, discuss local problems and solve local difficulties.

6. DIVISION OF LABOUR:

The tasks of the Regional and Zone leaders are obvious from their positions. They require the utmost initiative to adapt national demands to regional and local situations.

Each Cell has a chosen leader and Sub-leader (or joint leaders). One acts as chairman of cell meetings. The work of the Secretary, Treasurer, Librarian, Military Officer should be divided among the members of the cell. Each member should have his specific function clearly assigned to him and should bear full responsibility. The cell functions as one unit and each member should be thoroughly acquainted with the work of other members and able to replace them easily.

Of the two joint cell leaders one should concentrate on political and the other on military work. Each guerrilla must understand fully not only the difference between but also the unity of political and military work. The individual tasks of each guerrilla are obvious from the following pages and the specific tasks of the Secretary, Treasurer etc. may without difficulty be deduced from these.

7. POLITICAL WORK OF GUERRILLAS:

This is of equal importance to work of a military nature. On the political level we have today direct action, on the military level, preparation for action.

Each guerrilla must work inside a political organization. He must strive to ensure that the policy of this organization is revolutionary. His general aim is to set members of this organization on the revolutionary road, make them aware of the necessity for an armed insurrection, prepare them for this, and to sift the best members into our network. Inside the political body, depending on its political stature and consciousness he must make propaganda for our revolutionary theory without disclosing our existence.

Each guerrilla must, with determination, strive to a position of leadership within the political organization. Naturally this must be done by means of ability and hard work and not by trickery and rigged elections). Alternatively he must advance to a position of influence on the leadership and/or on the membership. This step is necessary in order for the YCCC to lead the revolution in all its parts. The circum-

stances in which we work, where the masses are growing fast in militancy make this step easier. In all their political work our guerrillas must stand out by their energy, initiative, enthusiasm and drive.

It is furthermore essential to create a following (sphere of influence) in each area of activity i.e. our guerrillas must become known to the people as men and women to whom others can turn in time of need. (Naturally their real military work is still kept secret). Thus when people in any locality revolt, or determine to join in the revolution, they will naturally turn to our men for guidance. We must be in a position, in times of crisis, to possess the authority to give commands to the masses.

8. MILITARY WORK OF THE YCCC:

- (a) ESPIONAGE
- (b) PREPARATION FOR INSURRECTION
- (a) (i) SPYING ON THE ENEMY:

We require the fullest information of the plans, strength and methods of functioning of the enemy.

We must know - Number of troops

Distribution of troops

Troop movements

Equipment; situation of such, how protected;

Situation and Protection of arsenals

Vulnerable points of industry

Airfields

Post Offices, Police Stations, Military Camps

Method of training and of fighting (eg. helicopters)

Training Centres

Situation and strength and form of co-operation with civilian population eg. Skiet Commandos

Pistol Clubs; the composition and arsenals of these, their ability and potential, their morale;

Fighting ability of the enemy's troops

International military agreements, with whom, how applied and their potential dangers

The entire situation and strength of enemy fortifications along the borders of S.A. and SWA.

Furthermore we must know the manner in which all this vast army is organized, how it is called into action and the form of liaison between military, police, civilian, naval and air force groups.

We must study existing and applied methods of action of the enemy, and work out forms of counter-action.

EXAMPLE: We know they set up road blocks at special points (which?) usually major roads, usually at night, and usually only search cars carrying Non-Whites. Therefore, the obvious counter, when a dangerous article has to be transported, is to send a White, during the day, via minor (secondary) roads or on foot.

(a) (ii) ESPIONAGE IN RELATION TO HERRENVOLK AGENTS:

Espionage must also be carried out against paid and hired helpers of the enemy, especially the informers and collaborators working for State Departments (CAD, NAD and Security Branch).

Our greatest immediate danger lies in these informers. In the first place they will mark out our work and thus place on the list for SB visits, intimidation and surveillance. Secondly, they may come to know of or suspect our guerrilla activity and prejudice the success of our work. We must seek them out, at present avoid them and in the future annihilate them. Note, mere physical extermination of informers should never be our goal; We deal with them mainly to warn the active population to purge others of their type out of political and revolutionary circles, and to threaten others who intend following in their footsteps. When they are dealt with, this should never be done silently - the whole world should know who has dealt with them and why. The sympathy of the masses for our cause will be maintained and information leading to the detection of other Herrenvolk agents will be easier to come by.

Methods of operation of Herrenvolk agents must be detected so as to subvert them. This information should also be made public when advisable.

(a) (iii) ESPIONAGE IN RELATION TO POINTS OF PSYCHOLOGICAL IMPORTANCE:

The physical destruction of certain enemy persons does great harm to enemy morale as apart from combating its troops.

Therefore the movements of Ministers of the Government should be checked, as well as those of collaborators, local tyrants and outstanding enemies of the people. This may further require penetration into their households or contacts with the domestic servants. We must plant our guer-

rillas close to them, to spy on and to deal with them when necessary. The security measures adopted for buildings and monuments of great sentimental value to the enemy should also be observed (eg. Houses of Parliament, Union Buildings, Voortrekker Monument etc.).

(a) (iv) ESPIONAGE AND POLITICAL ORGANIZATIONS AND OTHER GUERRILLA UNITS:

This is essential so that we may be able to formulate a correct attitude towards these bodies. We may go further and decide to penetrate into these or avoid them altogether, or to arrange some form of working unity with them.

Therefore our guerrillas must detect:

- * which political and military organizations operate in that area
- * number of members
- * distribution of members
- * political, economic and social influence
- * their anti-Herrenvolk strength
- * plans, strategy and policies
- * political and military potential
- * possibility and advisability of penetration or liaison

At no time must the existence of the YCCC be revealed to anyone, not even during the course of discussions with members of other organizations. Only those about to be recruited may be told.

The YCCC Central Committee itself will handle and direct moves at unity in action with other groups.

(a) (v) METHODS OF GATHERING INFORMATION:

We must either plant our spies directly in enemy institutions or work through persons known to us who already work there. These need not necessarily be members of the YCCC. Places of especial importance are:

Post Offices	Police Stations
Railway Depots	Sea Ports
Air Ports	Military Camps

All reports from these sites must formally be kept IN WRITING. Via Newspapers - The press, while gagged, is not completely silent yet. Concentrate on overseas periodicals. Government Publications eg. "Kommando".

Personal contacts everywhere. Remember that the people are the eyes and ears of the guerrilla; use them now! An intelligent collation of scraps of information will help to swell the total amount of knowledge and, therefore, the usefulness of our espionage system.

(b) PREPARATION FOR INSURRECTION:

Without adequate preparation it would be suicidal to engage in military battles. As we do not seek suicide but victory, we must prepare intensively and conscientiously now, while the enemy allows us to do so without hampering our operations directly.

(b) (i) RECRUITMENT:

New cells must be formed in all the required areas. The personnel of these cells will be drawn primarily from those ACTIVE in political organizations. We can only judge a man's suitability for inclusion in the YCCC by his sincerity, ability and the amount of political work he does. The best persons in every area should not be hard to find. In rebellious South Africa today they are everywhere prominent. After preliminary discussions with the prospective guerrilla, to test his sincerity and honesty more than his agreement with our programme of action, the YCCC should be proposed in theory. Agreement should be virtually spontaneous if the right person has been selected. It is advisable to let two or three other members survey the prospect and have the cell as a whole sanction admission. All work should be discussed within the cell at every stage. No person should engage in work in secret, in order to spring a surprise or hide his doubts.

Finally the prospect should be given the opportunity to become a member of the YCCC, briefed in all aspects of its work and formally accepted.

On the whole we will find that active, enthusiastic young people, relatively new to the political struggle will most readily become members. We should particularly seek unattached, (unmarried) persons with slight or no family ties and responsibilities. These persons will be groomed to become professional revolutionaries. By the end of 1963 each zone should be able to have at least one full time guerrilla in action.

(b) (ii) TRAINING OF GUERRILLAS:

All guerrillas must receive training in the following:

- * Political work, propaganda, dissemination of political ideas, running of a political organization (or trade union, vigilance association etc.) depending on sphere of work and local needs.

- * Espionage - as above. We must learn not only to see, but also to observe, to listen not only to hear, and to be highly perceptive.
- * Firearms; various types depending on local requirements, and especially those used by the enemy - the main source of supply; their use, maintenance and repair.
- * Explosives; manufacture and use of (petrol bombs, dynamite, plastic bombs, handgrenades, time-bomb etc.).
- * Essentials of constructing (and deciphering) simple codes, and other methods of secret communication.
- * Training in purely local needs - eg. to drive a motor vehicle, ride a horse etc.
- * Forging of passports, passes, other officially required documents.
- * The exploration and maintenance of secret routes in and out of the country, and through the country.

(b) (iii) TRAINING CENTRES:

Much work can be done in the area in which the cell functions. Specialised training, especially of a practical military nature must be carried out on isolated farms, or possibly accessible buildings (isolated shacks, garages etc.). The local units must ferret out the required places;

Training will be, if the main, carried out on training centres inside enemy-occupied South Africa, and later in liberated areas. For this purpose instructors will be brought here from other countries. Persons will also be sent out of the country to be trained and these will return to train all guerrilla units systematically. It is envisaged that with the setting up of training centres, units will be despatched thence for short periods (two to four weeks) for intensive training.

At this early stage in the growth of our organization there is as yet no specialization of tasks. Every member is expected virtually to be competent at all tasks. However, guerrillas can turn this hindrance now to an advantage later on by developing all their faculties and abilities - this general training will be invaluable.

9. FINANCE:

Without sufficient money flowing through its coffers the YCCC would grind to a stop in a very short while. Therefore, any and every available way of raising funds, whether legal or illegal, is justified. However, the revolution has its own morality and this must not be transgressed.

Every working member pays 2% of his ordinary income to the Club. Bonuses, income from hobbies, income from spare-time work, tips and cash presents are exempted. Students and other members not regularly employed do not subscribe.

Each cell appoints one of its number as Treasurer. This Treasurer sees to the collection of subscriptions (weekly or monthly) and forwards it to the Treasurer of the Zone. The cell-Treasurer is also responsible for initiating fund-raising campaigns, with the co-operation of the cell as a whole.

Cover-Organizations: these provide the best means for raising money on a large scale. Bogus sporting clubs and other such organizations may easily be set up, and the money raised from the public for these, diverted to the YCCC. Money may easily be raised by cell members ostensibly for themselves (via house parties, raffles, selling sweep-stake tickets) and given to the Club. Very soon sources of money overseas will be tapped.

10. COMMUNICATIONS:

It is vital to our survival to maintain all the cells in constant touch with each other through the regional and national co-ordinating committees. A reliable, swift and secret system of communications must be established to guarantee this constant link.

Pamphlet IV deals with this subject intensively but these are the main aspects of the system:

- * Personal trips by regional and national leaders, and regular meetings of these. During these trips knowledge will be given and gathered.
- * Via our own agents, or reliable contacts who travel routinely or sporadically across the country, viz. those transporting furniture, cars, lorries, or merchandise or industrial material. We must make concerted efforts to bring these persons to work with the Club.
- * Railway workers on long-distance trains are also invaluable (if trustworthy) for carrying letters and parcels.
- * Friends who travel from town to country during vacations. The guerrilla should keep a keen look-out for such people. They, unsuspecting are effective messengers.

N.B. No opportunity must be lost to send reports. Guerrillas must ensure that the Central Committee is as fully in touch with all cells as possible.

- * The Postal System. This is far more dangerous than personal couriers. The Security Branch has a special department with the GPO which sifts the mail, confiscating or opening letters addressed to suspected persons. The methods for avoiding these are - using cover addresses of persons in no way connected, sending letters inside innocent parcels, writing in secret ink on letters or envelopes or parcel wrappings, use of codes or ciphers with or without the use of secret ink, use of newspapers to conceal letters, or the conveying of letters or messages by underlining letters and words in newspapers, use of magnetic tape etc etc.

11. LITERATURE:

The YCCC acquires, produces and disseminates literature relevant to all aspects of the revolution, especially the military aspects.

(a) BOOKS: At present available for all units are:

- * Guerrilla Warfare - Mao Tse Tung
- * Strategic Problems of the Anti-Japanese Guerrilla War - Mao Tse Tung
- * On the Protracted War (Excerpts) - Mao Tse Tung
- * Guerrilla Warfare - Ernesto Che Guevarra
- * The Paris Commune - Vladimir Illich Lenin
- * Partisan Warfare - Vladimir Illich Lenin
- * Pamphlet II - The Conquest of Power in South Africa - (YCCC)
- * Pamphlet III - The Organizational and Technical Aspects of the YCCC.
- * Pamphlet IV - Codes and Secret Communications - (YCCC)
- * Lecture I - CUBA - (Fourth International)
- * "Liberation" - Vol.I nos. 1,2,3.

(b) RECOMMENDED READING: Books on guerrilla warfare, Cuba, Algeria, Cyprus, China and Malaya. (A list of books available will be provided on request).

(c) TO BE PRODUCED: Programme of N.L.F. lectures available on request.

(d) All members should write regularly for the newspaper "Liberation".

(e) Guerrillas should acquaint themselves with the key works of the leading political organizations in South Africa. Pamphlets studying these organizations and the attitude and relation of the YCCC to them will be issued. In the meanwhile local leaders will recommend the works to be studied and guide this activity.

(f) PRBPROPAGANDA INSTRUMENTS: Each zone should initially provide itself with a duplicating machine. A printing-press is to be acquired and it is intended that every Region should eventually have a printing-press. At present the main instrument of propaganda is the "Liberation".

(g) Unlike other similar and dissimilar organizations the YCCC has made a principle of the regular and systematic production and reproduction of literature for the revolution. Guerrillas should never lose sight of this principle.

12. DOUBLE LEADERSHIP:

It is accepted as a principle that political and military work be given equal importance, although emphasis on one or the other depends on circumstances.

Therefore, from the smallest Club unit (the 10-man cell) upwards, there is a political and military leader. (Allowance for this leadership being vested in one man only is made only under exceptional circumstances).

Another principle is that all work is double-checked (or triple-checked) wherever possible. Thus every prospective member is surveyed by more than one guerrilla; tasks are allotted to groups of two or three guerrillas. Similarly, units established in new areas are checked by guerrilla leaders from another locality - every Region and Zone is under joint responsibility. This is to prevent loss of work should one leader get into trouble, and to prevent dishonest or incomplete work from being done. Mistakes due to one person's unavoidable errors are thus minimized.
