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African National Congress

51 Plein Street
Johannesburg 2001
P O Box 61884
Marshalltown 2107



Tel: (011) 330-7000
Fax: (011) 333-9090
Telex: 421252

OFFICE OF THE SECRETARY GENERAL

MEMORANDUM

DATE : 19 August 1992

**TO : ALL ANC DEPARTMENTS, HEAD OFFICE
ALL ANC REGIONS**

FROM : SECRETARY GENERAL

RE : RESTRUCTURING OF THE SGO

Dear comrades

1. The Office of the Secretary General has recently introduced a new structure within the department. This process of restructuring has become necessary both because of the challenging times ahead of us, and because of the central role played by the department within our organisation as a whole.

The SGO has, thus far, not functioned as the " engine " of our organisation. In terms of the Constitution, the SGO should be the hub of all activities within the ANC. The restructuring process, is intended to remedy this situation.

The new structure was developed and discussed within the department. Various problem areas were identified.

2. The overall aim of the restructuring is threefold :

2.1 To facilitate and encourage *team work* within the department;

2.2 To more clearly identify the tasks of the department; and

2.3 To build a pro-active work ethic within the department and the ANC.

3. Our aim is ensure more effective work within the department and in the ANC in its entirety. The emphasis is thus not simply, on *efficiency*, but *effectivity*. Besides building this culture of efficiency and effectivity on a pro-active basis, the idea of team work within the department is intended to encourage a process of *multi-skilling* so that staff within the SGO are able to function at various levels and in various capacities. We believe this will benefit the department and the organisation as a whole, by building self-reliant and confident staff.

4. Please find enclosed a *flow chart* outlining the new structure of the department, and the deployment of present staff within this structure. You will note that several staff vacancies exist in terms of this new structure. This matter is being urgently addressed by the department.

5. Three key positions which are vacant at the moment are those of the Administrative, Political and Constitutional Co-ordinators. Because of the obvious importance of these positions within the overall structure of the department, the responsibility for these teams will, in the meantime, be shared by the Overall Co-ordinator and Assistant Overall Co-ordinator, Comrades Marion and Sindiso. Comrade Marion will assume responsibility for the Constitutional team while Comrade Sindiso will head the Administrative team. Responsibility for the Political team will be shared between the two comrades in question.

N.B. To facilitate the work of the Constitutional team, the NWC has agreed that Comrade Marion will attend meetings of the NWC in her capacity as an NEC member.

6. In addition, the SG and DSG have divided executive responsibility for work within the department along the following lines : the SG will assume executive responsibility for administration and NEC/NWC; the Deputy SG will assume responsibility for regions. Responsibility for political work will be shared by both the SG and the Deputy SG.

7. The overall *management team* within the SGO will, ultimately, consist of seven persons - the SG, Deputy SG, Overall co-ordinator, Assistant overall co-ordinator and the three team co-ordinators, which positions are still vacant.

8 . We would wish to stress that the new structure is not cast in iron. Its effectivity will undergo constant evaluation both within the department and the organisation as a whole. It is in keeping with this spirit that comments and recommendations are welcome from all quarters.

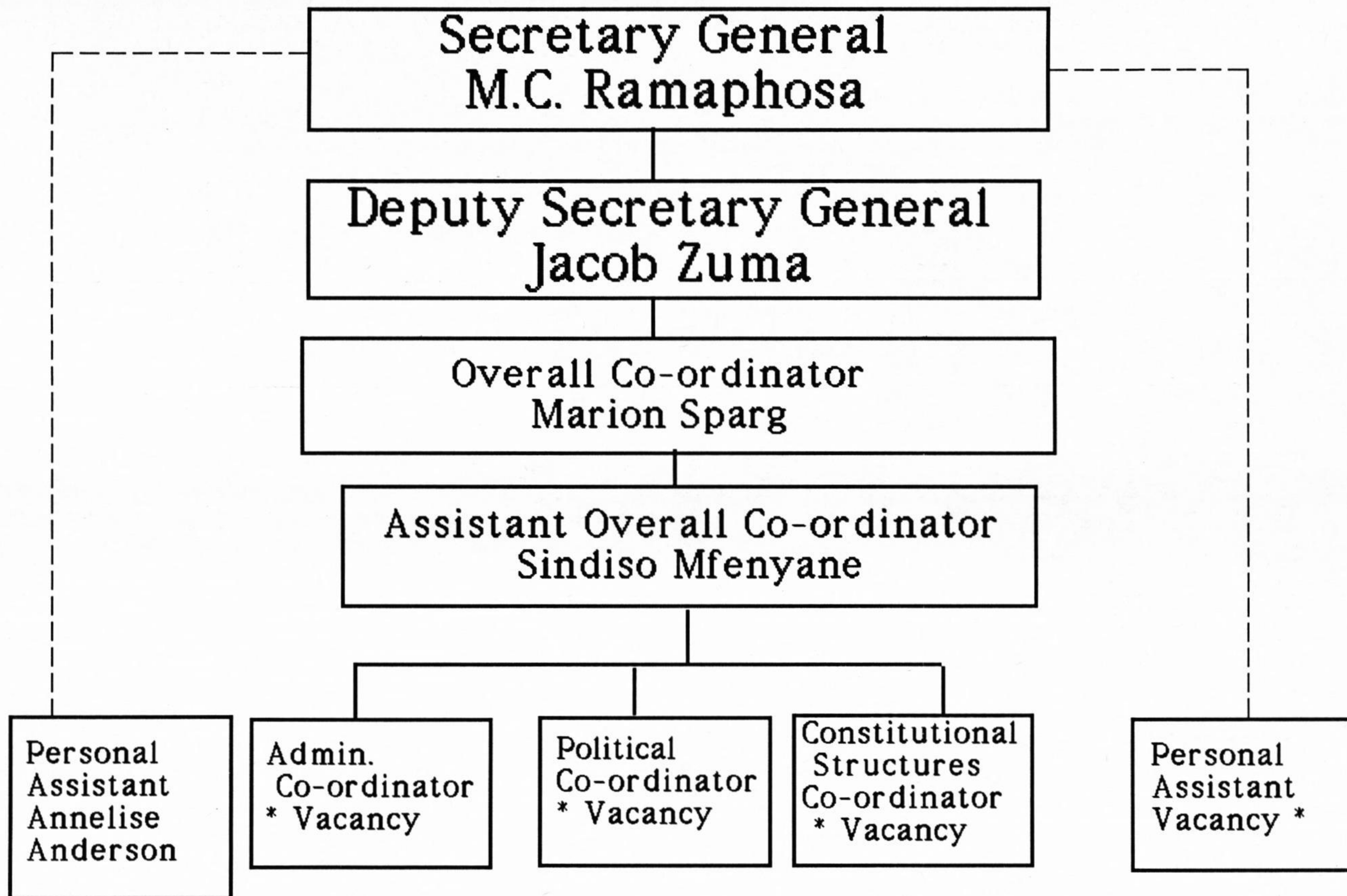
In the meantime we would urge all comrades to work with us in making this new structure work, towards a more effective Office of the Secretary General and a more dynamic and vibrant organisation.

Thank You.

Yours in struggle



M.C. RAMAPHOSA
SECRETARY GENERAL



Line Authority

Advisory

Admin. Co-ordinator

Service Departments

Personnel Co-ordinator Sophie De Bruyn

Correspondence, Office Administration
Sbongile Mahlangu

Personal Secretary to S.G.
Gugu Mtshali

Personal Secretary to Deputy S.G.
Tina Radebe

Computer Operator x 2
Dineo Nchwe and one vacancy *

Fax, Telex Operator
Mmabatho Nhlanhla

Reception
N. Ngwenya, A. Motlhamme

Filing, Photocopy Clerks
C. Ramokgadi, D. Abe,

Catering
B. Nkala, T. Magxaki

Driver - Protocol
* Vacancy

Mailroom
D. Kekana, B. Mashanini

Admin. Secretary
Patrick Msomi

Housing
Thandi Cele

Training
* Vacancy

Political Co-ordinator

*** Vacancy**

Liasion with Organisations
* Vacancy

DIP, Nat, Research
* Vacancy

Organising, Elections
MHQ
* Vacancy

DEP, DIA
Negotiations
Welile Nhlapho

Youth League
Womens League
Emancipation
* Vacancy

Policy Departments
Ellen Hajie

Constitutional Structures Co-ordinator

*** Vacancy**

NEC/NWC
Khulu Mbatha

Regions
* Vacancy

Regions
* Vacancy

*N.B. The division of departments along
the above lines is still being finalised.
This structure is still a tentative one.*