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**AFRICAN NATIONAL CONGRESS
Office of the President**

INTERNAL MEMORANDUM

TO: ALL PRESIDENCY STAFF
FROM: BERYL BAKER
DATE: 13 OCTOBER 1993
RE: STAFF MEETING: TEN POINT PLAN

Dear Comrades

Attached hereto is the final draft of the Report of the Presidency on Integration and Restructuring of offices of the President, Deputy President and National Chairperson into the Presidency.

Please seriously consider this document and attend the **Staff Meeting on Friday 15 October 1993 at 08h30 sharp in the President's office** when this document will be finalised. Please be prompt.

Amandla!

B

DRAFT: For discussion at Presidency Staff Meeting
08h30 sharp on Friday 15 October 1993 in
President's Office.

1

REPORT OF THE PRESIDENCY ON INTEGRATION AND RESTRUCTURING OF
OFFICES OF THE PRESIDENT, DEPUTY PRESIDENT AND NATIONAL
CHAIRPERSON.

STRUCTURE OF REPORT:

- p1. SWOT Analysis of Capacity of Presidency
- p3. Proposed Structural Changes
- p5. Job Descriptions
- p10. Organogram of Staff Structure
- p12. Ten Point Programme and the Presidency
- Action Plan

SWOT Analysis of Capacity of the Presidency.

STRENGTHS.

1. High level of political commitment of staff.
2. Staffed by experienced members.
3. Most of senior staff highly qualified.
4. Continuous effort to improve working relations.

WEAKNESSES.

1. Work needed to ensure that the Presidency operates as an integrated office.
2. There is urgency in ensuring that the National Chairperson relates to the working collective in this office.
3. The Presidency's work programme should be better planned and there is little input from the NWC on the Presidency programme and work.
4. Prioritising work and evaluation of work is lacking.
5. Poor management of information.
6. Co-ordination with the SGO needs to be streamlined.
7. Irregularity of staff meetings.
8. Poor co-ordination with other departments.
9. Poor handling of briefings to Principals.
10. Lack of co-ordination of training programmes.
11. Poor management of work collectives and need to improve staff working relations.

DANGERS FACING OFFICE IN NEXT SIX MONTHS.

1. Job insecurity due to lack of clarity about the future of the Office after April Election.
2. Job frustrations undermine staff capacity and collective
3. Lack of foresight about the role of the President as Head of State could result in unnecessary work and duplication.
4. Insufficient support from NEC/NWC results in lack of information and lack of implementation of important decisions, and potential confusion and contradiction.
5. Undermining of Presidency staff by President's consultation with people outside of his office to the exclusion of staff within his office results in no feedback to relevant staff members, the incapacity of staff to implement and demoralisation.
6. Fundraising role played by the President has potential to eclipse the political role of mobilising at grassroots level.

OPPORTUNITIES - POLITICAL FUNCTIONS OF THE PRESIDENCY.

1. Political intervention in ANC policy and organisational matters, particularly in NEC, NWC and in regions.
2. Presidency could play key role in Preparing to Govern.
3. Presidential role in Peace and Stability.
4. Key political intervention by Presidency in Elections process.
5. International funding role of the Presidency.
6. President as chief spokesperson on ANC policies.
7. Directing and evaluating policy decisions of the ANC.
8. Ensuring the implementation of the programmes of the Women's Emancipation Commission.
9. Direct intervention into MK, strengthening MK organisationally and facilitating the integration process.
10. Analysing intelligence analysis derived from NAT, overseeing the functioning of NAT and strengthening its capacity.
11. Winning the Election by an overwhelming majority.

Proposed Structural Changes:

The Presidency shall be managed by four political and administrative bodies.

A. The Political secretariat

1. It shall be the overall body to give political guidance to the work of the Office.
2. The secretariat shall aim to get the principals to attend secretariat meetings and to invite individual heads of Dept and other experts to present briefings to the secretariat and to principals.
3. The political secretariat shall give guidance to the work of all co-ordinators through regular meetings with them and through daily contact with the political co-ordinator.
4. Membership of the secretariat shall consist of the Director, Deputy Director, the Political Co-ordinator, the three personal assistants and the research co-ordinator when ever possible.
5. It shall meet daily to take decisions on work distribution and to work out briefings for the principals.
6. It shall meet with co-ordinators of political affairs ie International Co-ordinator, Regional and Elections co-ordinator, Researcher etc, to decide on issues on a regular basis.
7. It shall be called upon to make an input to preparations for interviews for principals.
8. It shall be the forum for discussion and decision making on all political issues involving the Presidency.

B. The Administrative Secretariat

1. It shall be responsible for the proper running of the office, administratively.
2. It shall be headed by the Admin Co-ordinator and

shall be constituted by the Executive Secretary, the three Personal Secretaries. Where necessary other admin staff will be drawn in.

3. It shall be the forum to discuss all admin issues and recommend improvements to the Admin Co-ordinator.

4. It shall report to the Director and the Management Committee.

C. The Management Committee

1. It shall co-ordinate the work of the two secretariats referred to above.

2. It shall be formed by the Director, Deputy, Political co-ordinator, Admin Co-ordinator and Management Committee Secretary, who shall also be the secretary to the Director.

3. It shall be responsible for overall coordination of the work of the Presidency.

4. It shall meet regularly to consider reports from the political and administrative secretariats.

D. The Drafting Committee

1. It shall be responsible for coordinating all drafting of speeches for the principals.

2. The core of the drafting committee shall be the PA's. In doing its work the drafting committee shall work very closely with the speech writers.

3. It shall be constituted by the three Personal Assistants to the Principals and the three speech writers.

4. It shall co-ordinate with other department in the preparation of all speeches and messages issued in the name of the Presidency.

Job description proposals for staff in the Presidency.

Director

1. The Director is the overall head of the office accountable to the principals.
2. The Director reports to the President and the NEC/NWC about the state of organisation of the Presidency.
3. Shall receive instructions from the Principals.
4. Shall appraise staff of those decisions of the NEC/NWC which have a bearing on the functioning of the office
5. Shall assign tasks to PA's, the Political Co-ordinator, and Admin Co-ordinator as and when need arises.

The Deputy Director

1. Shall deputise the Director as and when need arises.
2. Shall be the personal assistant to the President.
3. Shall be a member of the Management Committee, Political Secretariat and Drafting Committee.

Personal Assistants (x3):

1. Shall brief their respective Principals through the Political Secretariat.
2. Shall be the core for speech writing, evaluation, and commissioning.
3. Shall follow up on tasks to the principals.
4. Shall process documents for the principals.
5. Shall serve on Commissions and Committees on behalf of the Principals.
6. Shall co-ordinate the work of the principals as Trustees, Chancellors etc.
7. Shall accompany the Principals on trips, or ensure that appropriate people accompany the Principals.
8. Shall attend all meetings held by the Principals in the office in order to follow up any decisions.

The Political Co-ordinator.

1. Shall be the a member of the political secretariat.

2. Shall ensure that a clear system of preparing and presenting briefings is developed for the Presidency.
3. Shall together with the political secretariat make a regular assessment of the work of the Presidency, analyzing trends and recommend to the Director ways of improving.
4. Shall undertake other assignments as instructed by the Director.

Security Liaison Officer

1. Shall be responsible for briefing the Principals and staff on those matters relating to security.
2. Shall be the link between Nat and the Presidency.
3. Shall be the chief liaison officer with the body-guard unit.
4. Shall ensure that all visits of the principals are thoroughly prepared for security wise.
5. Shall work very closely with the body-guard unit.

International Co-ordinator.

1. Shall liaise with DIA and arrange for briefings for the Presidency on international affairs.
2. Shall co-ordinate with DIA international visits of Presidency
3. Shall co-ordinate and ensure that all messages, statements released for international consumption are done in time.
4. Shall study and follow international trends in order to keep Presidency informed of developments.
5. Shall act as protocol officer in the Presidency, ensuring that all international visitors meeting the principals are well received and ANC delegations accompanying the principals are informed in advance of their assignments.
6. Shall be a member of the political secretariat.
7. Shall report regularly to the Director.

Regional and Elections Co-ordinator.

1. Shall liaise with the SGO and organising Dept on all regional matters involving the Presidency.
2. Shall ensure that there are regular briefings presented to the principals about the situation in the regions and elections.

3. Shall coordinate regional visits of the Presidency in liaison with the PA's and Personal Secretaries.
4. Shall monitor the debate and preparations for elections and prepare briefings for the Presidency.

MK and Peacework Co-ordinator

1. Shall liaise with MK on behalf of the Presidency.
2. Shall Liaise with the peace desk of the ANC.
3. Shall be responsible for handling all correspondence on peace and military issues.
4. Shall be responsible for briefings on peace and military issues.
5. Shall ensure that the Presidency is kept informed of all developments in this area of work.

Reconstruction Programme Co-ordinator.

1. Shall liaise with the Tripartite Reconstruction Structures.
2. Shall brief the Principals and Political secretariat on matters relating to the Reconstruction Programme.
3. Shall liaise with unions in order to brief the Principals and Political Secretariat on matters relating to the labour movement.
4. Shall liaise with the Education Dept and with education structures outside of the ANC in order to brief the Principals and the Political Secretariat.

Research Co-ordinator.

1. Process research-type documents, select those for summary and refer the rest to Research Library.
2. Undertake research projects as assigned by the principals and the political secretariat and initiate own research projects.
3. Shall liaise with other Departments, in particular the Research dept, and with researchers and institutes outside of the ANC in relation to research projects being undertaken.
4. Work under the guidance of the political secretariat in the course of research being done and use political secretariat meetings for discussion of research product, attending meetings of the political secretariat where possible.

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5. Shall coordinate briefings by specialists and heads of departments for the Presidency in liaison with political secretariat.

Preparing to Govern Co-ordinator.

1. Shall liaise with the Civil Service unit on behalf of the Presidency .
2. Shall keep the Presidency informed on developments regarding Preparing to Govern, the Civil Service Unit and its work together with ANC efforts to address the question of a representative civil service.
3. Shall process all documentation re the TEC for the attention of the Presidency, keep the Presidency constantly informed on developments re the TEC and in relation to Preparing to Govern.

Administration Coordinator

1. The AC is the chief administrative manager of the Presidency, ensuring that the offices are properly run.
2. Shall be responsible for personnel matters in the department.
3. Shall be overall financial accounting officer of this office.
4. Shall coordinate all admin. work in the Presidency.
5. Shall ensure that all the offices - President's, Deputy President's and National Chairperson's - are equipped administratively to do their work.
6. Shall coordinate work of all admin. staff of the Presidency.
7. Shall ensure that all admin. decisions taken are implemented.
8. Shall report regularly to the Director.
9. Shall be the main correspondence assessor in the office, sorting out and distributing correspondence for attention.
10. Shall follow-up and ensure that all correspondence is timeously attended to.
11. Be responsible for stationery and equipment for the Presidency.
12. Shall be responsible for fan mail.

Private Secretaries.

1. Shall be secretary to their respective principals, the

President, Deputy President and National Chairperson.

2. Shall be responsible for the typing and filing of the principal's communication.
3. Shall organise the principal's diary and be responsible for informing him/her on all appointments.
4. Shall see to the official's personal needs in the office.
5. Shall liaise with family, lawyers and friends as instructed by the official.
6. Shall undertake any other assignments as instructed by the Director or through the Admin Co-ordinator.
7. Shall work closely with Personal Assistants (and Admin Co-ordinator when necessary)
8. Shall be responsible for protocol and internal travel arrangements of their respective principal.
9. Shall be responsible, together with the International Co-ordinator, for protocol and international travel arrangements of their respective principal.

Executive Secretary

1. Shall provide general secretarial duties to Admin. Secretariat.
2. Shall be responsible for the typing pool and receptionist in the Presidency.
3. Shall develop a system of filing and hold overall responsibility for general filing.
4. Shall be responsible for petty cash in the office.
5. Shall be part of the correspondence collective handling fan mail.
6. Shall deputise for Admin. Coordinator and act in his/her behalf during absence.
7. Shall report to the Admin. Coordinator.

Receptionist

1. Shall be responsible for reception of the Presidency, operating switchboard, welcoming visitors and looking after their needs, including taking messages and ensuring their delivery.
2. Shall be responsible for general typing for the Presidency,

through Executive Secretary or Admin. Coordinator.

3. Shall be responsible, together with Private Secretaries, for protocol arrangements for visitors, i.e. refreshments and visitor requirements.

4. Shall be responsible for ensuring daily register is signed by staff.

5. Shall report to Executive Secretary.

Secretaries/filing/general clerks (x 2)

1. Shall provide secretarial, filing, photocopying, recording mail and general office duties to the Presidency.

2. Shall constitute the 'typing pool' for the Presidency.

3. Shall be responsible for recording incoming mail, including incoming faxes, to the Presidency.

4. Shall be responsible for filing.

5. Shall photocopy documents for the Presidency.

6. Shall report to the Executive Secretary.

Driver

1. Shall be the driver of the Presidency.

2. Shall be responsible for ensuring the vehicle is kept clean and in good order.

3. Shall be responsible for running errands for the Presidency.

4. Shall undertake additional responsibilities assigned by the Director and/or Admin. Coordinator.

5. Shall report to Executive Secretary.

Catering and Cleaning Officer

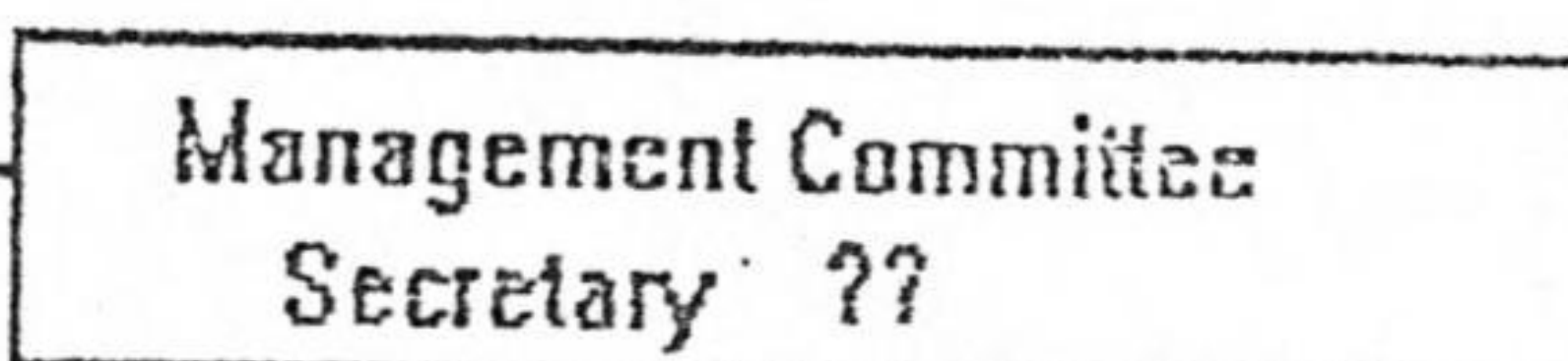
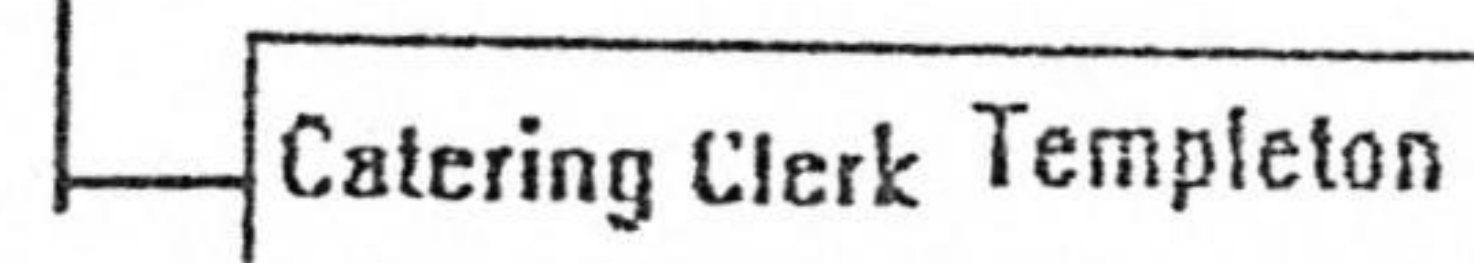
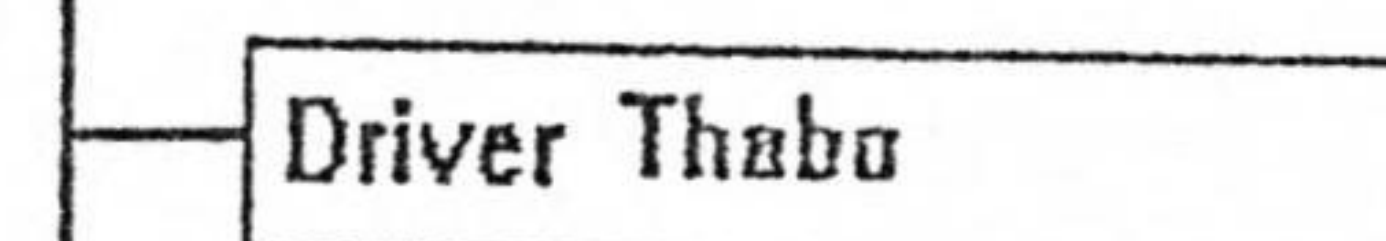
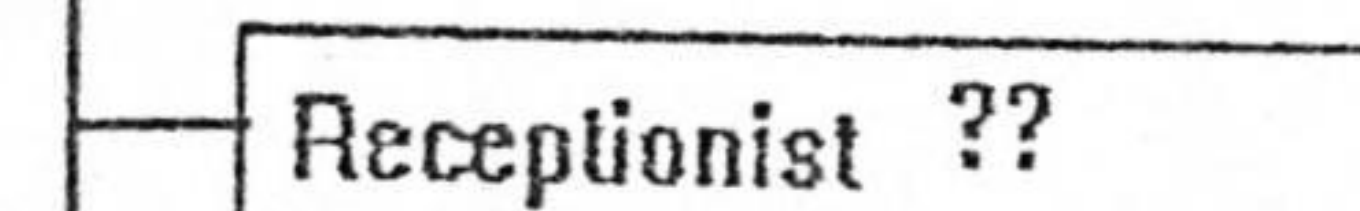
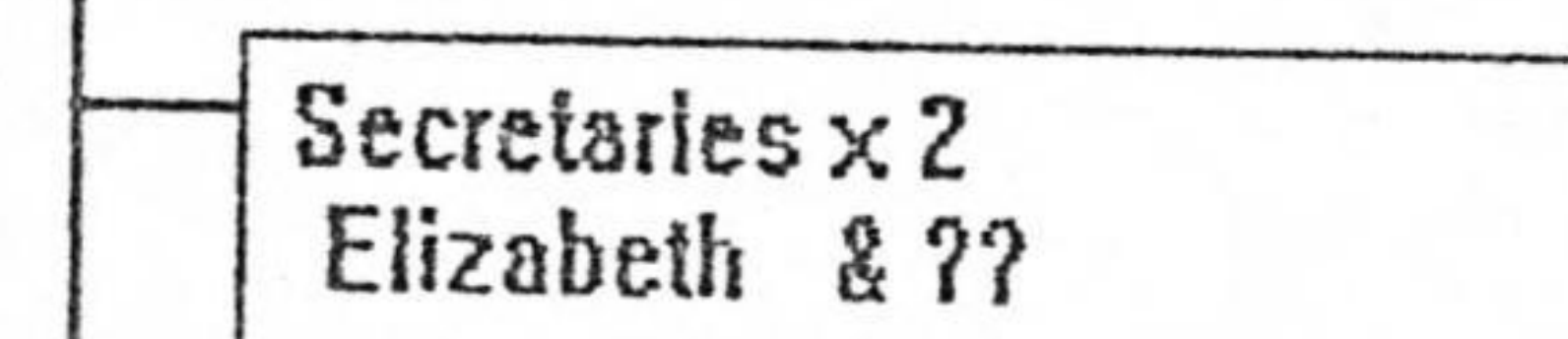
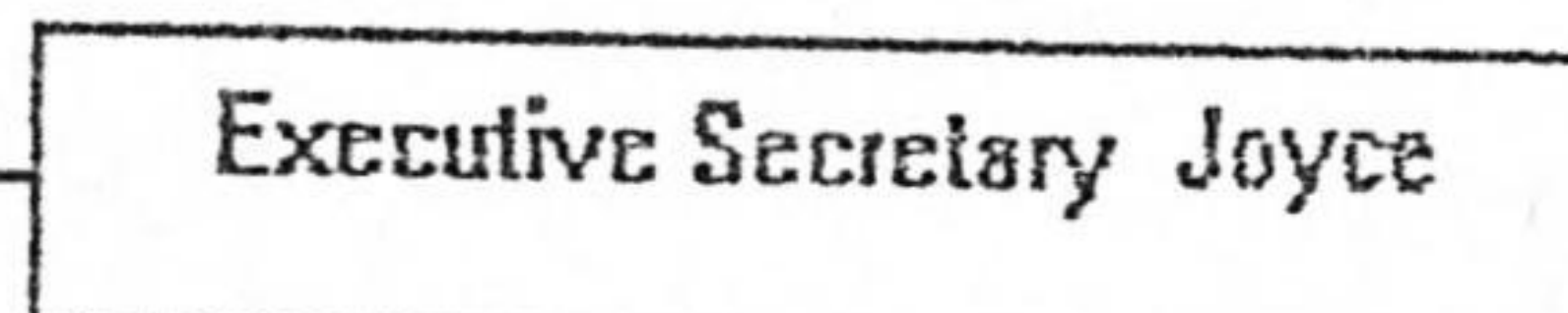
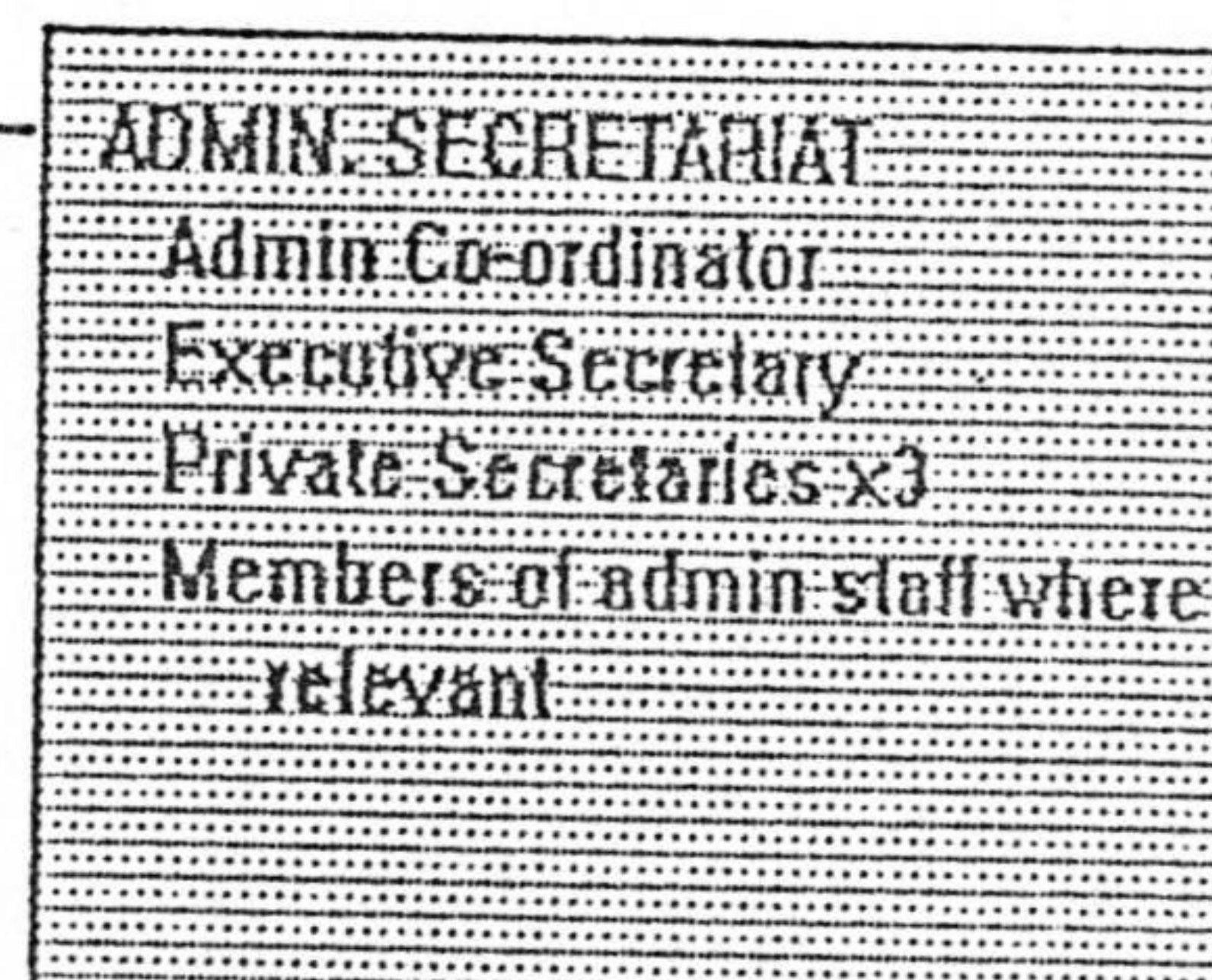
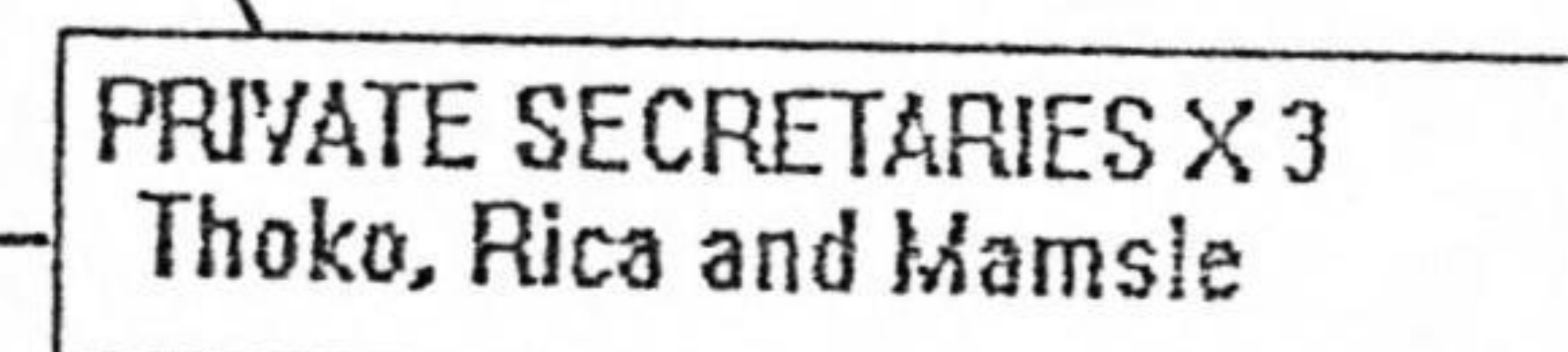
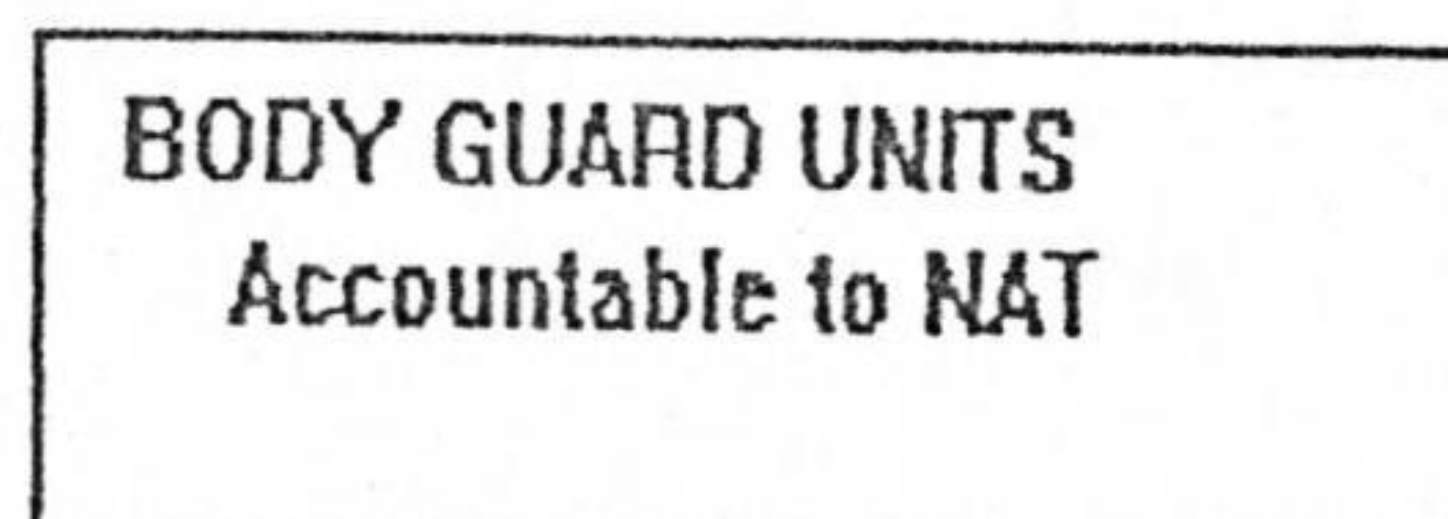
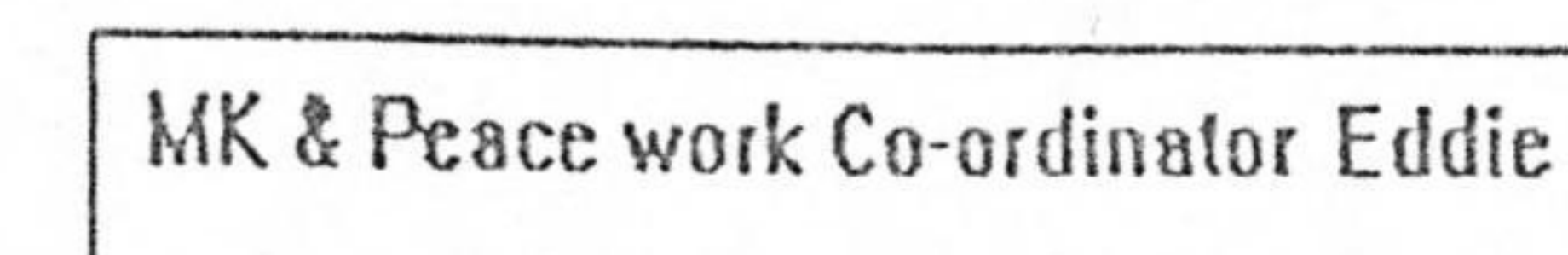
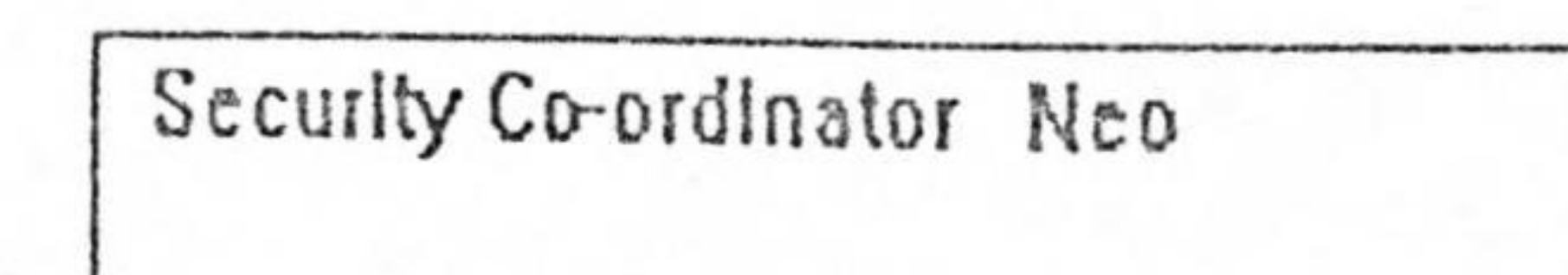
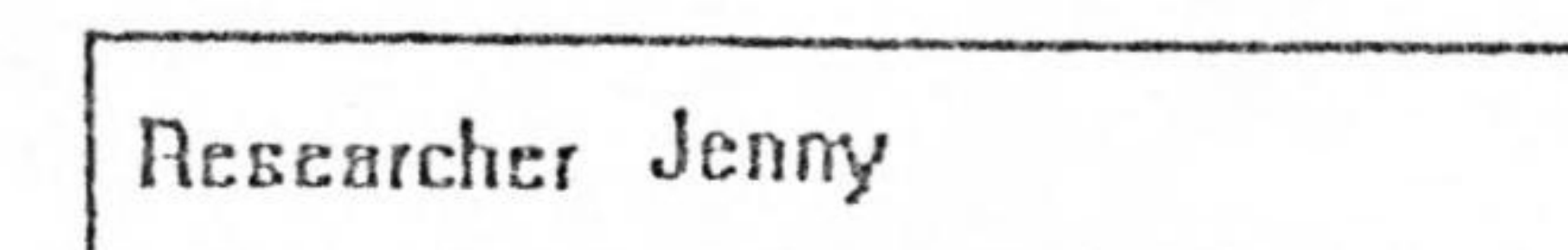
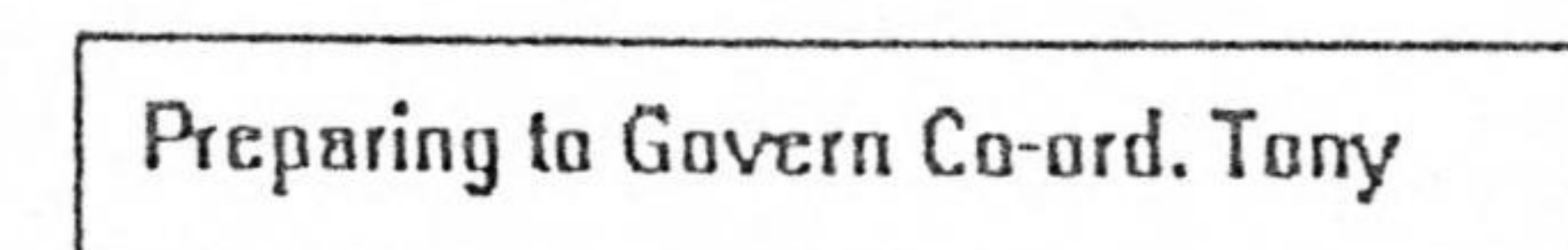
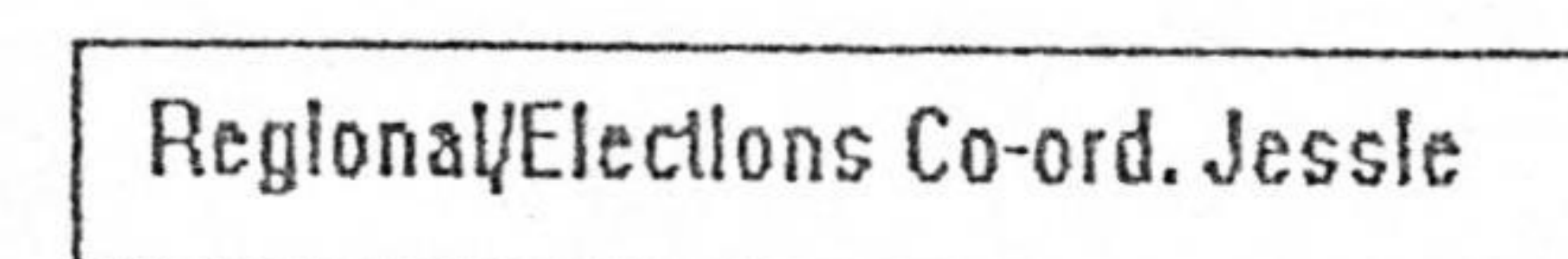
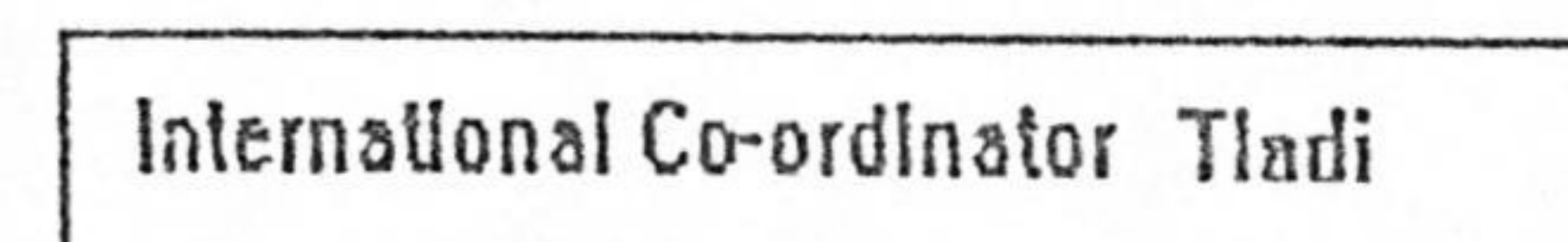
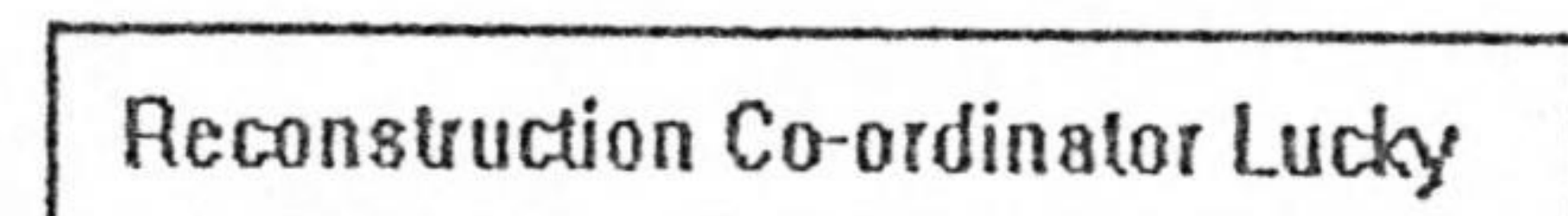
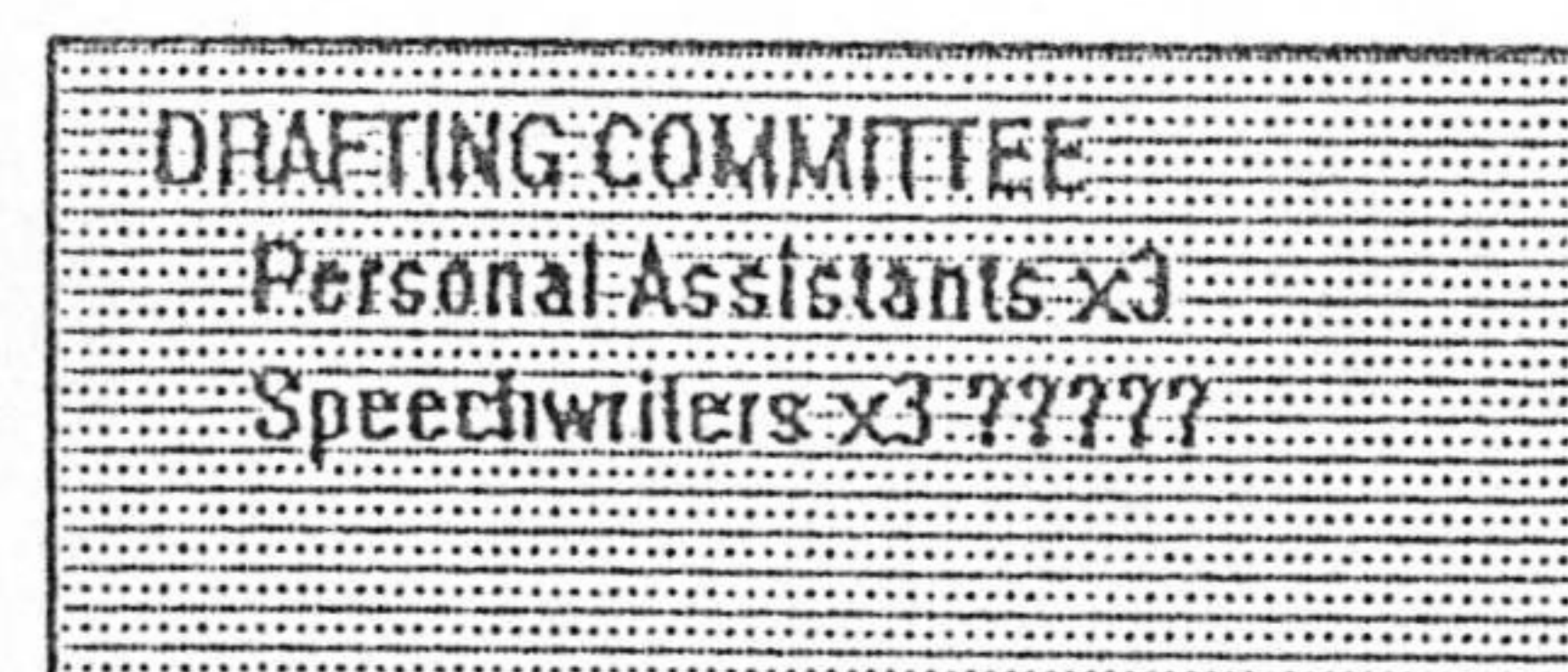
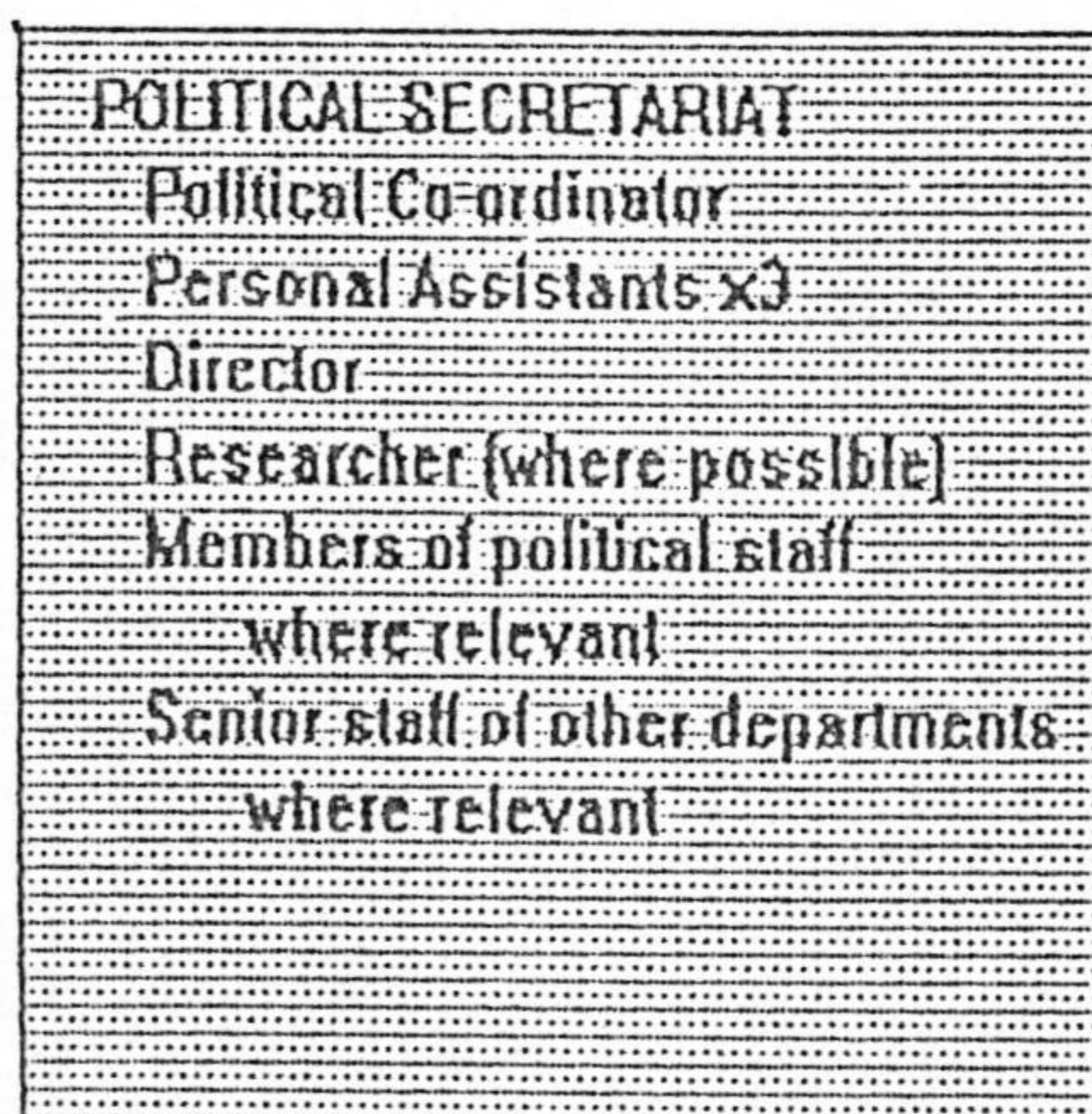
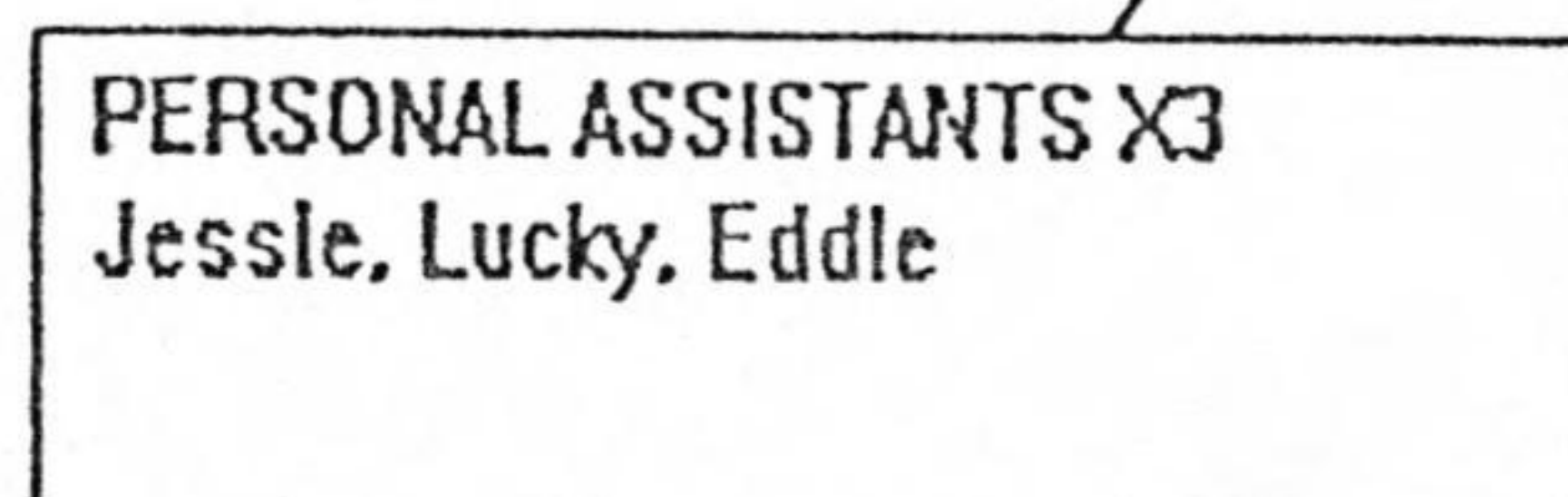
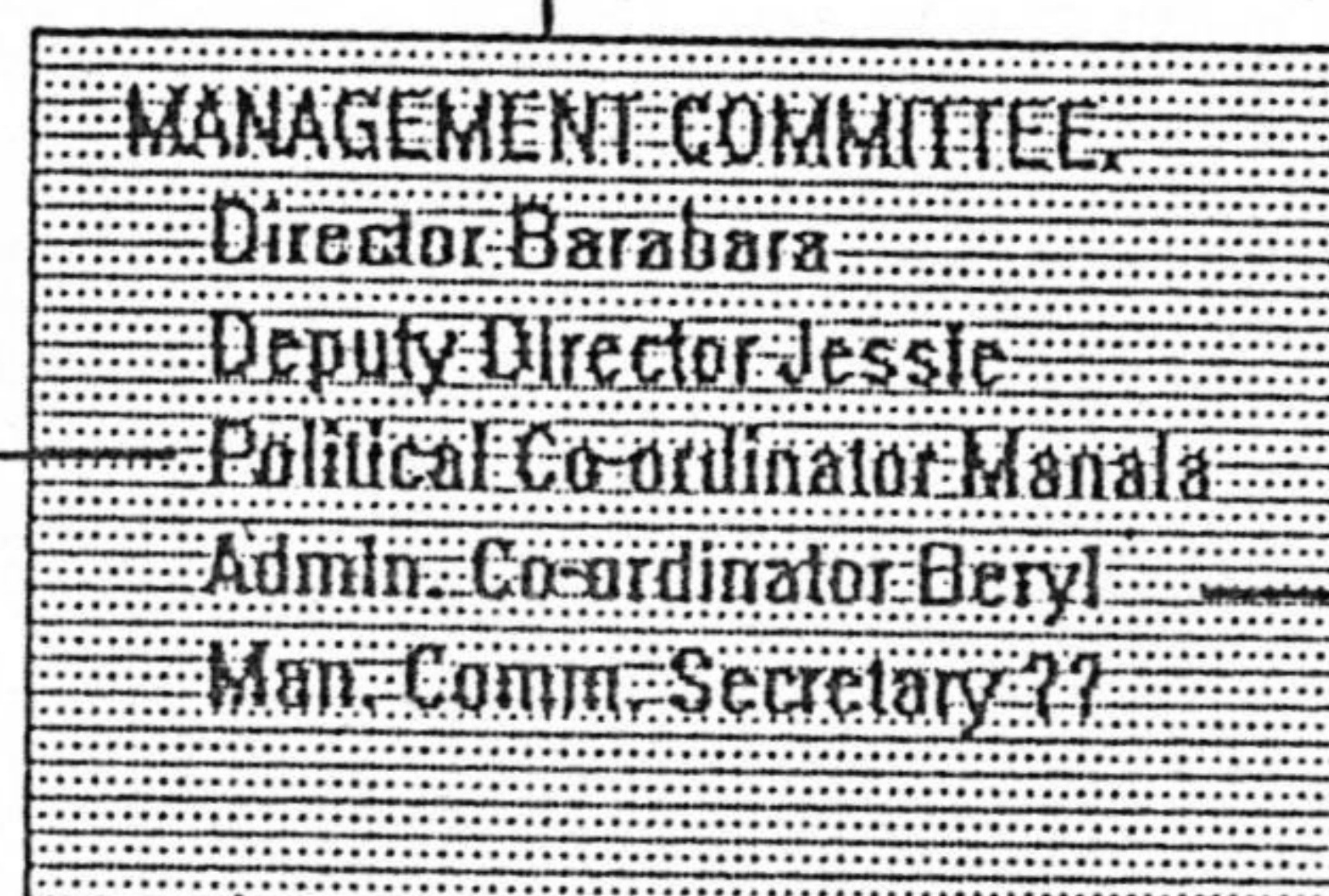
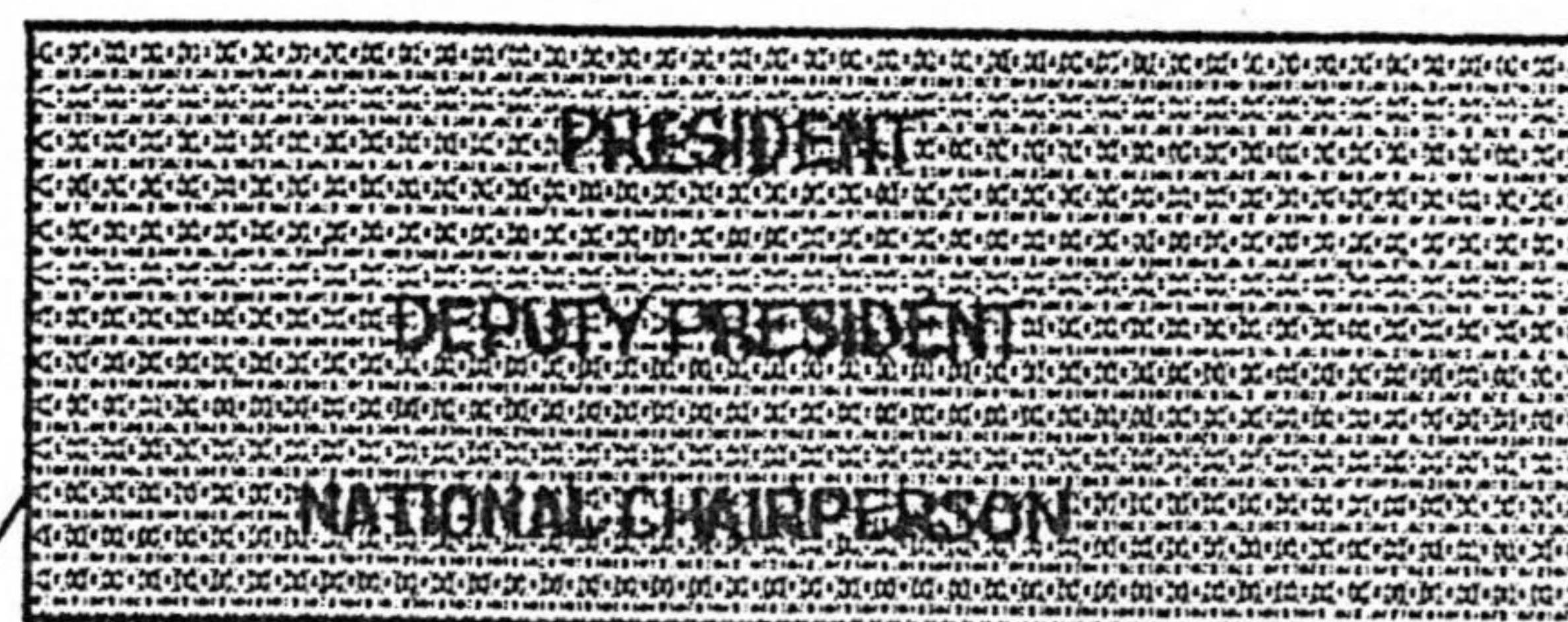
1. Shall provide catering for the Presidency and be responsible for maintaining and cleaning the kitchen.

2. Shall be responsible for keeping the kitchen clean at all times.

3. Shall be responsible for maintaining kitchen appliances and accounting for kitchen materials and supplies.

4. Shall supply coffee and tea to staff twice daily and to visitors to the Presidency on request.

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The Ten Point Programme and the Presidency – Plan of Action.

To a large extent the plan of action of the Presidency is dependent on the plans of action of other departments. A detailed breakdown of tasks and time frames is not possible without the action plans of other departments. What follows are general issues that need addressing and overall direction of the plan of action in the Presidency. It ends with the key items from the Presidential Diary, giving an idea of the programme as it stands at this point in time.

1. STRENGTHENING THE REGIONS:

The Presidency is inadequately briefed on the political situation in the regions. Interventions in regions only at times of crisis or when the Principals visit a region is inadequate. The regional visits by Principals are not well planned and lack a clear vision. Regional visits by the Principals seem to be the main method of mobilisation for the ANC, with inadequate spade work being done for preparation of such visits. The time of the Principals is not used properly during regional visits. There are no proper briefings of Principals on issues to be addressed in the regions, resulting in the same message being taken to every region. There is little evaluation of the visits and little follow up activity planned.

Better co-ordination between the Presidency and the Regions should be introduced. The Regional and Elections Co-ordinator shall be the main liaison with the SGO, Organising Dept, etc in planning of the programme of the Presidency to the regions. A task force has been set up involving DIP, Organising Dept, Elections Commission, SGO and President's Office focusing on the visits of the Principals to the regions. Before any visit a comprehensive report on the situation and issues in that region should be prepared. This will allow for broader participation by leadership in addressing the issues affecting the movement on the ground. NEC members charged with regional responsibilities must follow through their tasks in order to prevent overloading the

Presidency with regional activities and to promote continuous monitoring of regions by the leadership.

2. IMPROVING HEAD OFFICE STRUCTURES AND CO-ORDINATION:

The Presidency is serviced by virtually all departments at Head Office in the form of preparation of briefings, submitting draft speeches etc for the Principals in areas under that departments jurisdiction. There is room for significant improvement in this working relationship.

Meetings held directly between departmental staff and Principals without the inclusion of the Presidency staff dislocates the running of the Presidency and makes follow up of the content of such meetings difficult. Specifically, Heads of Departments and NEC members appear to be reluctant to brief the aides of the Principals. This causes both difficulty in follow up and overloading of the Principals diaries. Written briefings in executive summary form should be produced by departments and leadership prior to meeting with the Principals.

Briefings prepared by other departments are at times too long, and the skill of producing executive summaries needs to be developed within all departments.

Principals need to operate on the basis of prior briefing with the Presidency staff or relevant department at all times and to utilise the staff fully as resources.

Preparation of Principals for NWC and NEC meetings is hampered by documentation and minutes not being made available two or three days before the meetings.

The proper functioning of the Political Secretariat, its linking with Heads and senior staff of other departments and the active involvement of Principals in the implementation of this restructuring process will address the above problems.

The co-ordination between MHQ, NAT need to be regularised and improved. This is necessary to facilitate the Principals intervention in an ongoing sense and for up to date briefings on the current negotiations between these structures and the regime. The work of the MK & Peace Co-ordinator and Security Co-ordinator will address these problems.

3. BUILDING MEANINGFUL ALLIANCES:

The Presidency Staff need clarification on the workings of the Alliance and the office as a whole needs a clearer strategic approach to alliance building. In the work of the office so far there has been a bias towards alliances and contact with Big Capital, at the expense of labour and the grassroots organs of civil society. The inclusion of a Reconstruction Co-ordinator will begin to address this. It should also be an issue that is prioritised in the Political Secretariat and the planning of the Principals programmes.

4. ELECTIONS:

Effective involvement of the Principals in the election campaign is crucial and must be facilitated through the Regional/Elections Co-ordinator, the Task Group that has been set up and through the planning of their diaries. As custodian of ANC policy, the National Chairperson has a crucial role to play in the finalisation of the Election Platform and the content of the election campaign.

5. PEACE AND STABILITY:

Involvement of the principals has been reactive, and should become more proactive. A coherent proactive approach by the ANC is necessary and the MK & Peace Co-ordinator will facilitate this co-ordination of approach between the Peace Desk and the Presidency.

6. PREPARING TO GOVERN:

The role of the Presidency in Preparing to Govern is crucial. The president needs to be active involved in overseeing this process.

This is facilitated through the work of the Preparing to Govern Co-ordinator linking the Civil Service Unit and the Negotiations Commission in relation to the TEC. Several of the Presidency staff are linked to the CSU.

The issue of the shape and nature of the Head of State's Office has begun to be researched, but without a political discussion in the ANC as to how the ANC Presidency is envisaged after the elections, this forward planning is hampered. Decision is required on whether the positions of Chief Executive of the ANC and Head of State can be fulfilled by a single person, and if not how is this dilemma resolved. This debate needs to take place within the context of the relationship between the ANC in government and the ANC as a mass based political organisation/party. From this there can be greater clarity on the nature of the ANC President's Office once the election has been won.

The reconstruction aspect of Preparing to Govern will be monitored and participated in by the Reconstruction Co-ordinator, in order to ensure Presidency contribution to the development of a reconstruction programme.

7. NEGOTIATIONS:

The Presidency is directly represented on the Negotiations Commission through the Director. Regular briefings on the Negotiations process are required within the Presidency, not only to the Principals, but to the staff as well.

8. TEC:

None of the Principals can sit in the TEC, but there is a need for a direct line of communication between the TEC, the ANC TEC collective and the Presidency.

9. IN-HOUSE SECURITY:

The tasks of security of the National Chairperson, liaison with NAT and regular security briefings to the Principals require

serious attention. The Security Co-ordinator is tasked with addressing these issues, as well as security within the office.

10. RESOURCES:

The Presidency is still understaffed in the administrative section, as indicated by the question marks on the organogram. Without adequate secretarial and admin back up the work of the office is slow and not properly organised.

Steps are being taken to network the computer system, install a switchboard, revamp the catering facilities and to tighten up on procedures in the office in order to better be able to serve the principals and the political staff. Basic equipment and stationery shortages have hampered efficient work, but are in the process of being addressed.

At the level of the political staff, the person power has not been effectively used with some being under utilised and others overextended. The integration of the three offices and the clear allocation of job descriptions and responsibilities should address this.

11. PRESIDENTIAL DIARY:

15 October - return from current trip.

16 - 18 October - rest

23 - 24 October - Southern Natal

29 October - PWV Regional Conference.

6 -7 November - Transkei

8-10 November - NEC

13--14 November - Natal Midlands

16 -17 November - Southern Natal

18 November - Northern Natal

19 November - possible Ulundi

20 November - Northern Natal

21 November - Southern Natal

25 -28 November - PWV

20 - 30 December - Annual leave.