# STRATEGIC PLANNING - THE WAY FORWARD TO VICTORY.

**Paper prepared by the Office of the Treasurer-General for the Inter-Departmental Summit, 14-15th August, 1993.**

Introduction:

Firstly, we need to point out that within the OTG various aspects of the SWOT ANALYSIS had already been undertaken more than a year ago and steps are underway to address some of the weaknesses identified.

This had been necessitated by the following:

- as a legal organisation we are now subject to external audit,
- our donors demanded a more professional accounting procedure.

Flowing from these considerations systems had to be put in place as a matter of urgency to professionalise our financial management and accounting in particular.

Coopers and Lybrand were contracted to undertake a skills audit of staff in the Finance Department, recommend redeployment and produce an Accounting Procedures Manual. A consultant from SIDA (Roland Axelson) also produced an Adminstrative Procedures Manual.

In line with the Strategic Planning Process being undertaken by the ANC as a whole, and the need for us to move as one, the OTG has redone the SWOT ANALYSIS.

This takes into consideration processes already in place and slots it into the TEN POINT PROGRAMME.

Our approach to meeting the challenges of the future has three broad objectives:

a)Restructure the OTG with the view to having a tighter, stream-lined structure suited to making maximum impact between now and the IGNU This is to be done consciously, bearing in mind that thereafter we would still need a strong OTG of the ANC, a classical Treasury based on tasks/functions like resource mobilization, allocation, management and accounting and not on the existing OTG Departments and Sections.

b)Making preparations for our participation in Government and its development finance parastatals. (both at the time of TEC and IGNU). Here areas of activity considered would include financial systems, budget control, pensions administration, expenditure planning, functional services, economic services, procurement administration, development assistance policy, programming and management etc.

c)Making resources available to carry out the objectives outlined above.

## 1. SWOT ANALYSIS:

### 1.a. Strengths:

-process to re-organise the OTG and put systems in place has already commenced.
-some skills/experience base exists.
-commitment to the ANC in some of the staff.
-potential for staff development.

### 1.b. Weaknesses:

-Not all systems functioning
-policies lacking in certain areas
-overall skills audit needed
-weak overall administration
-indiscipline
-no coherent staff development
-overstaffing in some areas, understaffing in others.
-low productivity of many staff members
-overall OTG function not clearly spelt out

-not adhering to ANC constitution (NFC role/meetings)

1.c. Organisation:

- professional to draw up systems/policies
-get agreement on new OTG structure
-strengthen key areas of OTG/redeploy
-get agreement on transport policy
-draw up and agree to Action Plan(elections and beyond)
-work out staff development plans

1.d. Tasks to implement:

-put in place systems accounting manual and ensure that there is understanding and implementation of:

*accounting principles and administration
*accounts codes
*purchase accounting
*payroll
*sales accounting and credit contol
*periodical accounts
*preparation of budgets and plans
*cash management
*capital expenditure
*stores accounting
*internal audit

-implement and manage new transport policy
-Resource mobilisation, control and management
-Implement reorganisation of OTG
-Prepare to govern (within Finance sub-committee of the TEC as well as in the Interrim Government of National Unity)
-Implement Action Plan
-Monitor and evaluate Action Plan.

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## 2. OTG input regarding the 10 POINT-Programme:

2.a. Strengthen regions.
-Resource mobilisation in the regions (both for elections and beyond), its management and control. (bussiness and other fund-raising projects)
-Acounting systems implementation, training.

2.b. Improve HQ structure and co-ordination.
-OTG restructuring and tighter administration (see Appendix 1,2,3,4)
-OTG co-ordination with SGO and Office of the President to improve.

2.c. TEC period.

*Sub-Committee on Finance.
Here we must ensure that key positions are identified and occupied, where we can impact on crucial policy positions. This refers to both the Department of Finance as well as the Department of State Expenditure. Also of importance is the influence we would need to have over the major development finance parastatals. (DBSA; IDT; SBDC; etc) This is important both from the point of view of stopping the mismanagement and theft of our country's resources as well as ensuring that some changes occur in the daily lives of our people even in the TEC period.

*Sub-Committee on Foreign Affairs.
Important that the OTG impact on the newly-formed (?) Development Co-operation Section set up to liaise with international donors. This is needed to ensure that international development finance benefits the structures of the democratic movement and does not entrench apartheid.

Economic Development and Reconstruction.
Participation in this area is of importance since OTG has been centrally involved in working together with DEP on a broadly agreed upon (within MDM) national development framework that puts in place more democratic development planning, programming and project work.

2. d. Preparing to Govern

Crucial that there be OTG input regarding re-structuring of the above mentioned Government structures to ensure continuity between the struggles we would be fighting over finances and expenditure during the TEC period (when the Nats would still be the Government) and the period of IGNU (when the ANC would be the majority party in government and can effect changes).

2.e. Resources:

The most important objective over the phase before the IGNU would be mobilising, allocating and managing enormous amounts of funds for the elections.

This is in addition to mobilising and managing the normal resources for running the ANC as an organisation with the increased responsibilities that the next phase demands.

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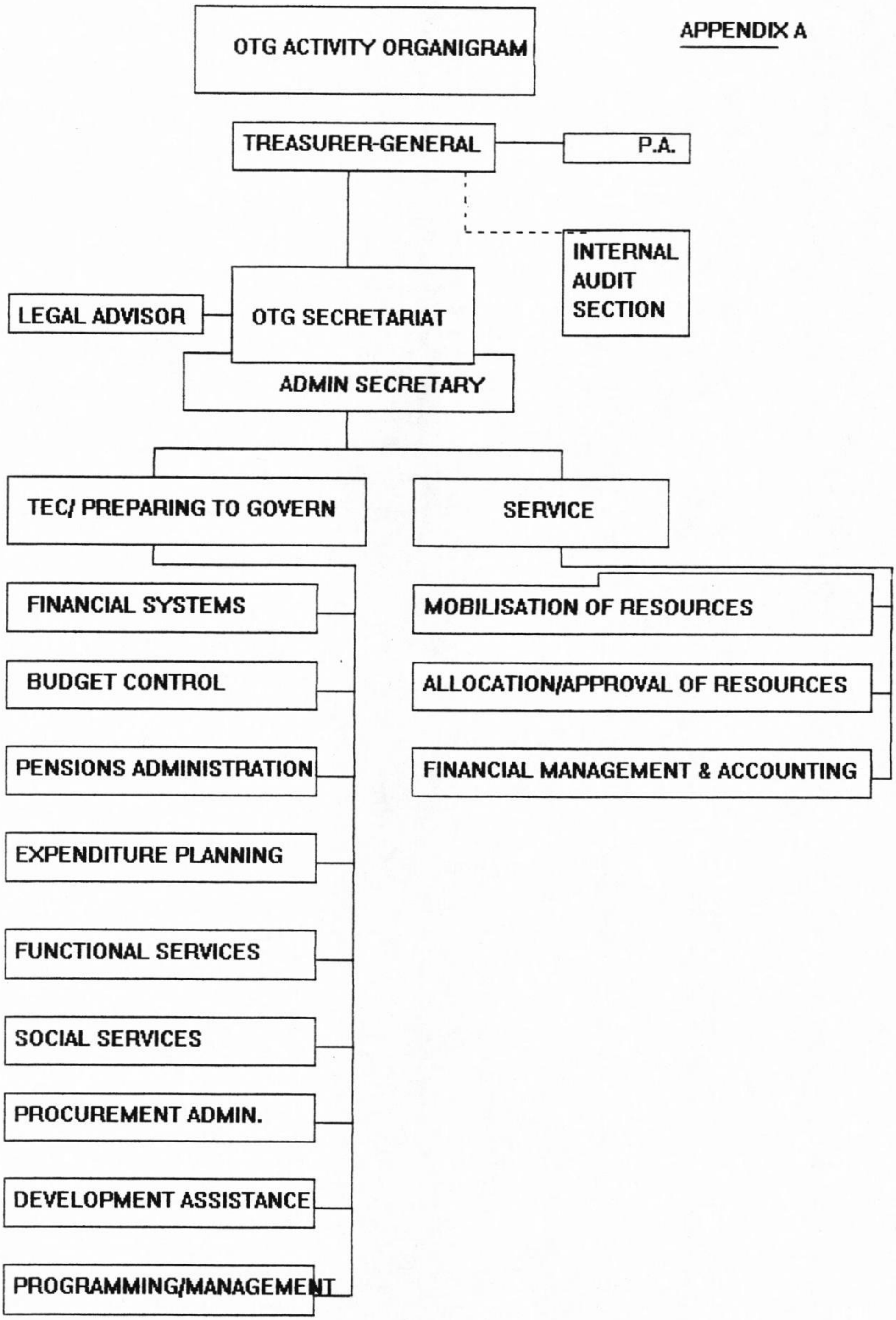
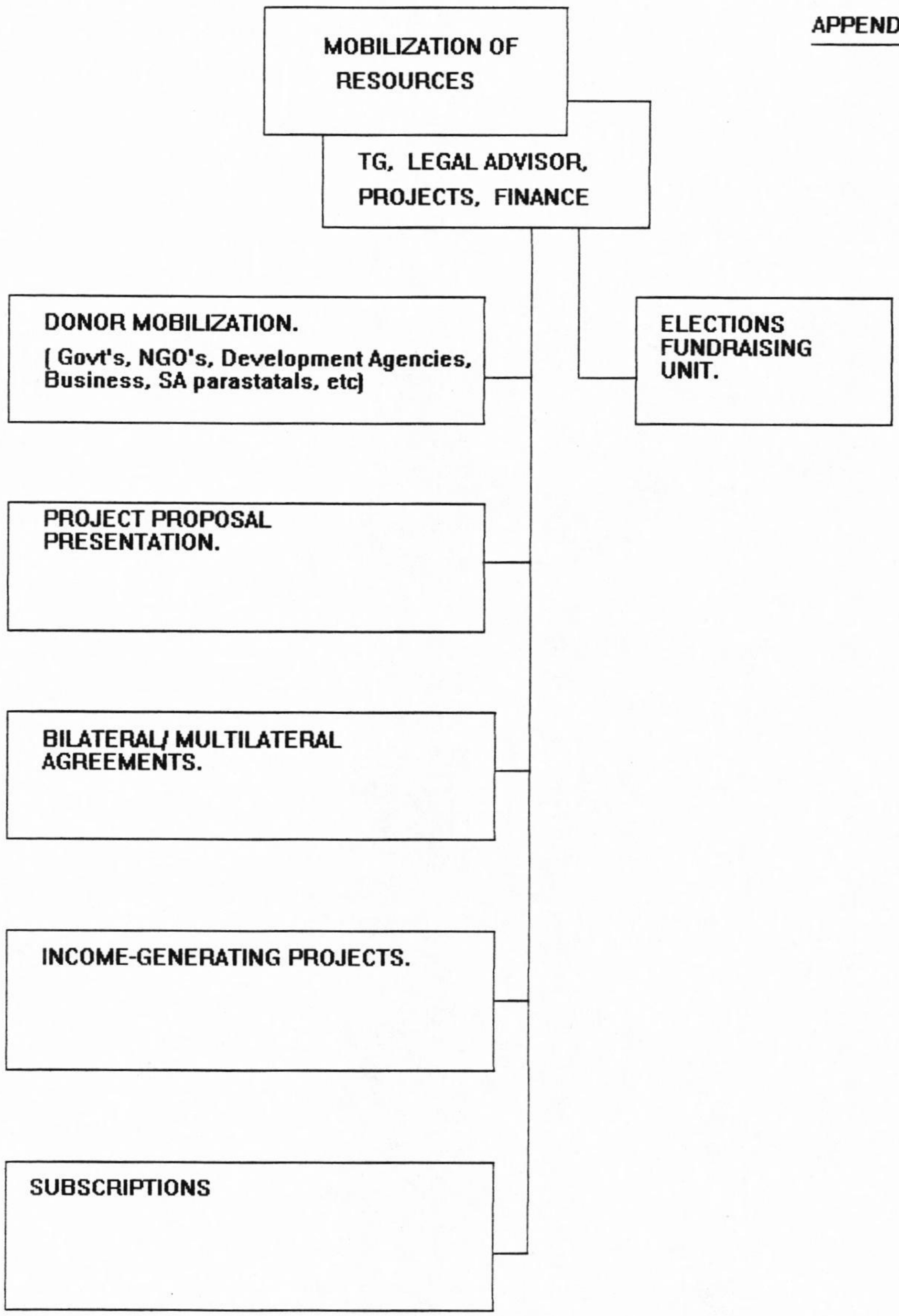
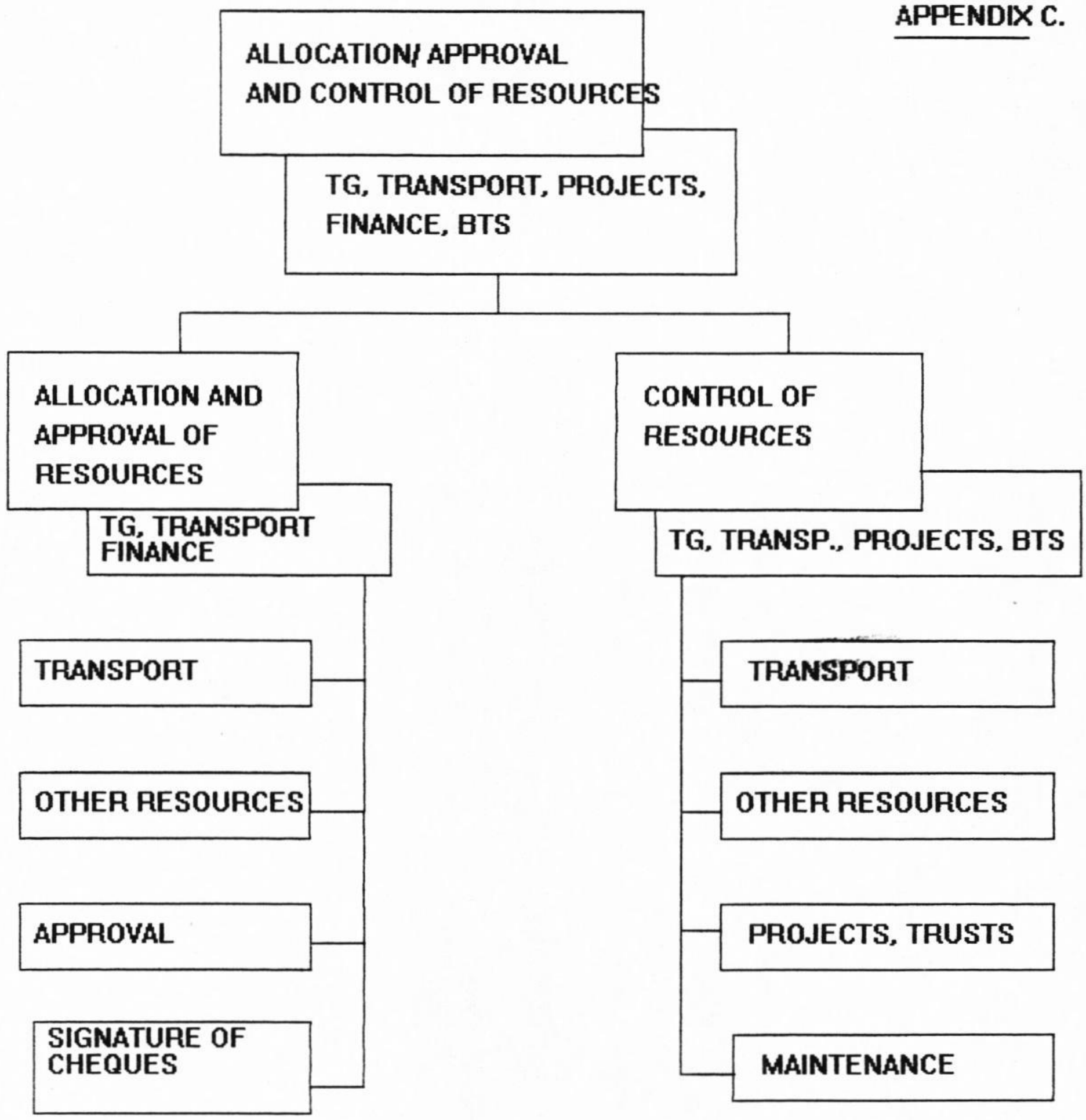
APPENDIX A


OTG ACTIVITY ORGANIGRAM
TREASURER-GENERAL
P.A.
INTERNAL AUDIT SECTION
LEGAL ADVISOR
OTG SECRETARIAT
ADMIN SECRETARY
TEC/ PREPARING TO GOVERN
SERVICE
FINANCIAL SYSTEMS
BUDGET CONTROL
PENSIONS ADMINISTRATION
EXPENDITURE PLANNING
FUNCTIONAL SERVICES
SOCIAL SERVICES
PROCUREMENT ADMIN.
DEVELOPMENT ASSISTANCE
PROGRAMMING/MANAGEMENT
MOBILISATION OF RESOURCES
ALLOCATION/APPROVAL OF RESOURCES
FINANCIAL MANAGEMENT & ACCOUNTING

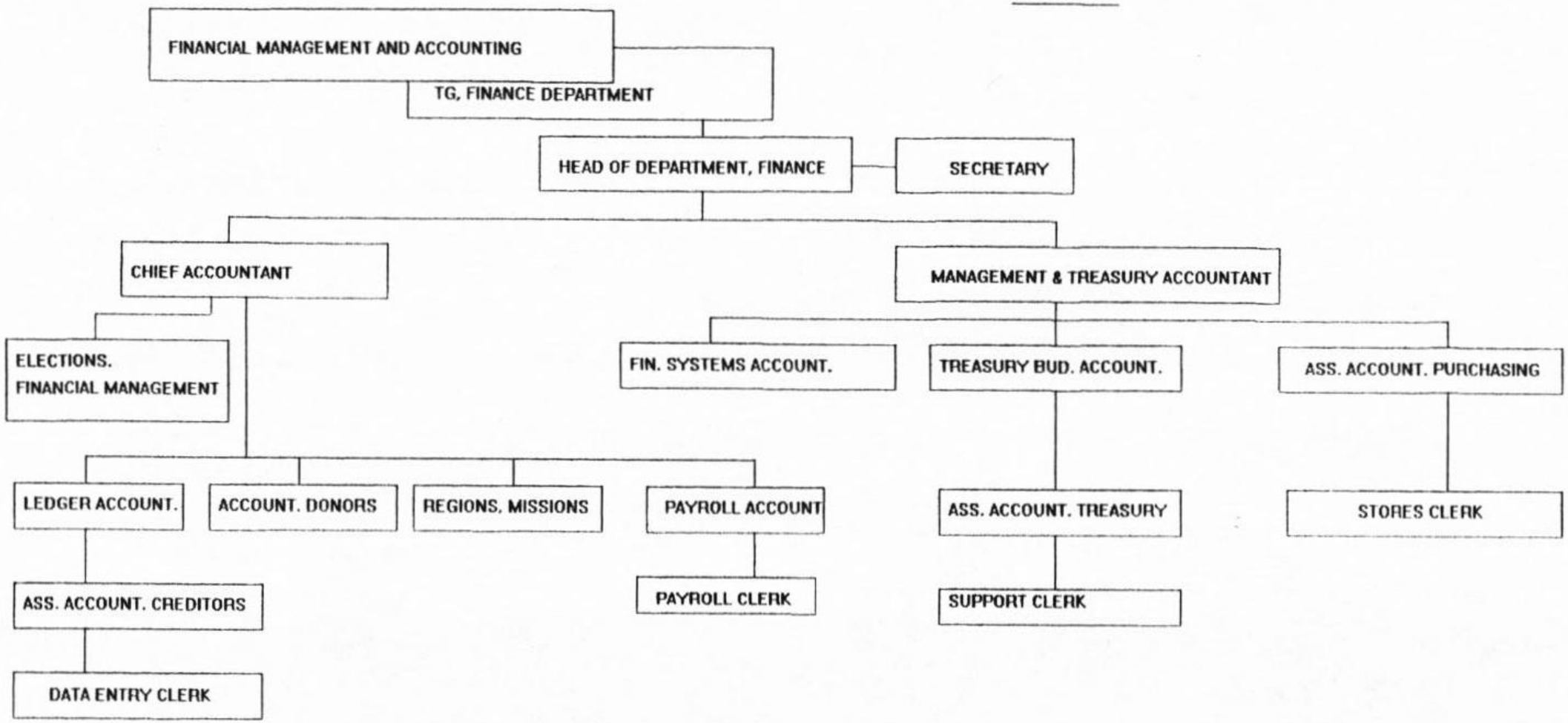
APPENDIX B.


MOBILIZATION OF RESOURCES
TG, LEGAL ADVISOR, PROJECTS, FINANCE
DONOR MOBILIZATION.
( Govt's, NGO's, Development Agencies, Business, SA parastatals, etc)
ELECTIONS FUNDRAISING UNIT.
PROJECT PROPOSAL PRESENTATION.
BILATERAL/ MULTILATERAL AGREEMENTS.
INCOME-GENERATING PROJECTS.
SUBSCRIPTIONS

APPENDIX C.


ALLOCATION/ APPROVAL AND CONTROL OF RESOURCES
TG, TRANSPORT, PROJECTS, FINANCE, BTS
ALLOCATION AND APPROVAL OF RESOURCES
TG, TRANSPORT FINANCE
TRANSPORT
OTHER RESOURCES
APPROVAL
SIGNATURE OF CHEQUES
CONTROL OF RESOURCES
TG, TRANSP., PROJECTS, BTS
TRANSPORT
OTHER RESOURCES
PROJECTS, TRUSTS
MAINTENANCE

APPENDIX D.


FINANCIAL MANAGEMENT AND ACCOUNTING
TG, FINANCE DEPARTMENT
HEAD OF DEPARTMENT, FINANCE
SECRETARY
CHIEF ACCOUNTANT
MANAGEMENT & TREASURY ACCOUNTANT
ELECTIONS, FINANCIAL MANAGEMENT
FIN. SYSTEMS ACCOUNT.
TREASURY BUD. ACCOUNT.
ASS. ACCOUNT. PURCHASING
LEDGER ACCOUNT.
ACCOUNT. DONORS
REGIONS, MISSIONS
PAYROLL ACCOUNT
ASS. ACCOUNT. TREASURY
STORES CLERK
ASS. ACCOUNT. CREDITORS
PAYROLL CLERK
SUPPORT CLERK
DATA ENTRY CLERK

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# ACTION PLAN

Objective STRENGTHENING THE REGIONS

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have acheived the objective |
|---|---|---|---|---|---|---|
| 1. | TRAINING OF: - REGIONAL Bookkeepers - Treasurers | IN progress | END AUGUST. | (FINANCE) Coopers & Lybrand | SIDA Funded. | Coopers & Lybrand to evaluate. |
| 2. | Implement Admin. manual | as Soon as Secr approves. | OTG | FINANCE | Funded by Norwegians | |
| 3. | Acquire regional offices | ongoing | NOV. '93 | BTS + Legal Advisor | Financial | All regions have offices. |
| 4 | Establish Reg. Dev. Forums | ongoing | Dec. '93 | Projects | | |
| 5. | Train in project management | | | Projects | | |
| 6. | Coordinate & set up bussiness projects | | | Projects + T. G. | | |

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# ACTION PLAN

Objective STRENGTHENING THE REGIONS

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achelved the objective |
|---|---|---|---|---|---|---|
| 7. | Co.ordinate National Develop Workshop. | in process | End Sept. | Projects | E.C. Funded. | |
| 8. | more transport for regions for elections | in process | End Dec. | Transport | 200 Cars & Vans. | |
| 9. | Regions approve motor. vehicle scheme | in process | End Aug. | Transport | | Report from regions. |

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# ACTION PLAN

Objective IMPROVING HEAD OFFICE + REORGANIZE OTG

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achelved the objective |
|---|---|---|---|---|---|---|
| 1. OTG | Do "swot analysis" and produce draft structure, job descriptions | to June 1993 | | Co-ordⁿ by Admin-sec. OTG | | |
| 2. | Agree & put in place new structure. | Aug / September | | Coordⁿ by Admin. sec. OTG. | Consult. Security / BTS Finance. | |
| 3. | HQ staff training in budgetting process | Aug '93 | Oct '93 | Finance (Coopers & Lybrand) | Funded by CIDA | |
| 4. | HQ financial awareness training | Aug '93 | Oct '93 | " | Funded by Norwegians | |

# ACTION PLAN

Objective IMPROVING HEAD OFFICE - REORGANIZE OTG.

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achelved the objective |
|---|---|---|---|---|---|---|
| 5. | Capacity building BTS Staff. | ongoing | Nov. '93 | | Computer training fascilities & Seminars. | |
| 6. | Income-gen. projects - Buildings & Construction | ongoing | | BTS HQ Staff | | |
| 7. | Get approval & Implement motor. Vehicle policy | ongoing | Sept. '93. | | | |

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# ACTION PLAN

Objective TEC.

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achelved the objective |
|---|---|---|---|---|---|---|
| 1. | Work to control & direct develop^t finance parastatals | in | process | projects | NEC/Negotiat^ns endorsement | |
| 2. | Sub. Council on Foreign Affairs: * Direct aid to TBVC States * Ensure International aid reaches our projects | | | Projects. | NEC/Negotiat^ns Endorsement | |
| 3. | Impact on policy of "Development & Reconstruction" | Committee | | Projects | NEC/Negotiat^ns Endorsement | |

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# ACTION PLAN

Objective TEC.

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achieved the objective |
|---|---|---|---|---|---|---|
| 4. | Monitor & Strengthen Sub-Council on Finance | | | Diff OTG Depts. related to Govt. Structures | NEC/Negotiating Endorsement | |

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# ACTION PLAN

Objective PREPARING TO GOVERN.

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achieved the objective |
|---|---|---|---|---|---|---|
| 1. | Study all institutions related to development programmes/projects to impact on re-structuring. | NOW | | projects | | |
| 2. | Identify & train for key positions | | | projects | | |
| 3. | Organize bi-laterals with existing govt. & parastatals related to development aid, project co-ordination. | | | projects. | | |

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# ACTION PLAN

Objective PREPARING TO GOVERN.

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have acheived the objective |
|---|---|---|---|---|---|---|
| 1. | Training for entry into Ministry Of Transport. | | | | | |
| 2. | Formulate Transport policy. | | | | | |
| 3. | Study available documents of Ministry Of Transport. | | | | | |
| 4. | Appoint people to under-study in Ministry Of Transport. | | | | | |

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# ACTION PLAN

Objective RESOURCES

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have acheived the objective |
|---|---|---|---|---|---|---|
| 1. | Intensify Resource mobilization | on- | going | T.G./projects | | Support can be quantified. |
| 2. | Establish Income-gen. projects | on- | going | T.G./projects legal Advisor | | |
| 3. | Fund-raising for elections | on- | going | Projects/T.G. Finance. | | |
| 4. | Identify & Create appropriate Channels for Continued ANC Support. | on- | going | Co-ordn by T.G. | | |

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# ACTION PLAN

Objective RESOURCES.

Person responsible for this objective:

| | Step | Starting date | Target date | Who will do it | Resources needed | How you will know you have achelved the objective |
|---|---|---|---|---|---|---|
| 5- | Review agreements with main funders & clarify conditions for bi-lateral Co-operation | Sept/ | Oct. | Co-ordn by T.G. | | |