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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 Axelsson) also produced an Administrative 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 control
 - *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 Interim Government of National Unity)
- Implement Action Plan
- Monitor and evaluate Action Plan.

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. (business and other fund-raising projects)
- Accounting 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

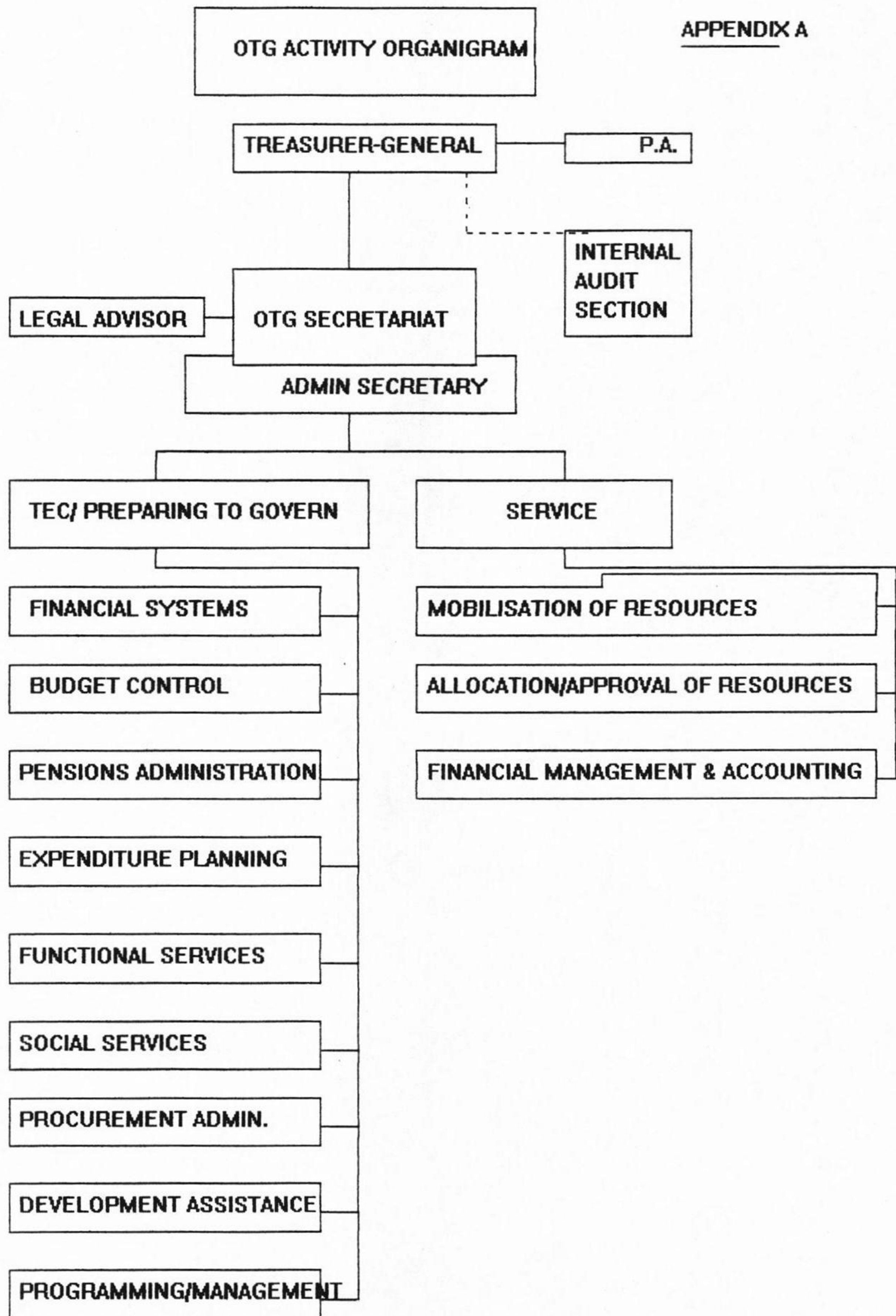
Crucial that there be OTG input regarding re-structuring of the above mentioned Government structures to ensure continuity between the struggles we would be fighting over finances and expenditure during the TEC period (when the Nats would still be the Government) and the period of IGNU (when the ANC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

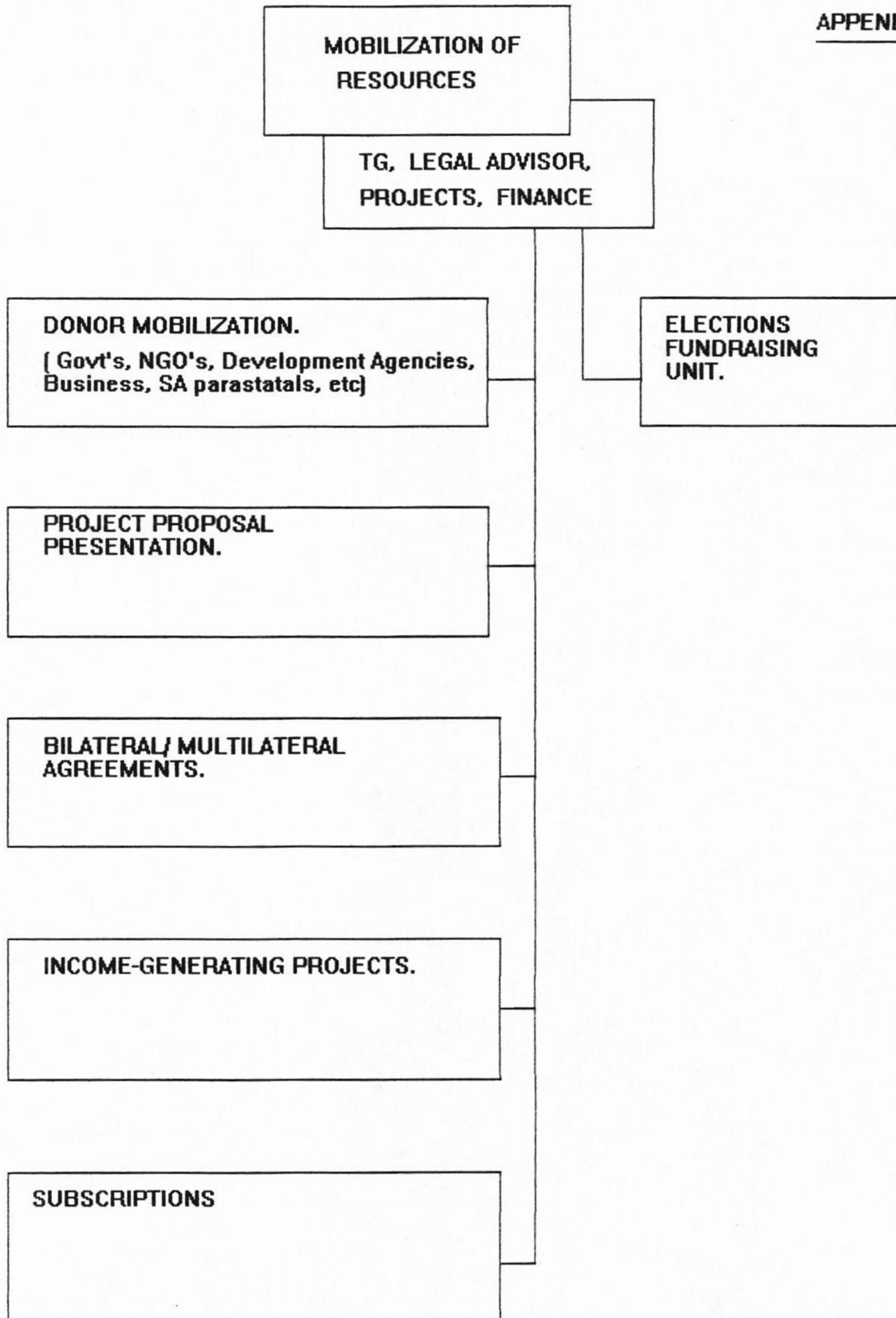
This is in addition to mobilising and managing the normal resources for running the ANC as an organisation with the increased responsibilities that the next phase demands.

APPENDIX A



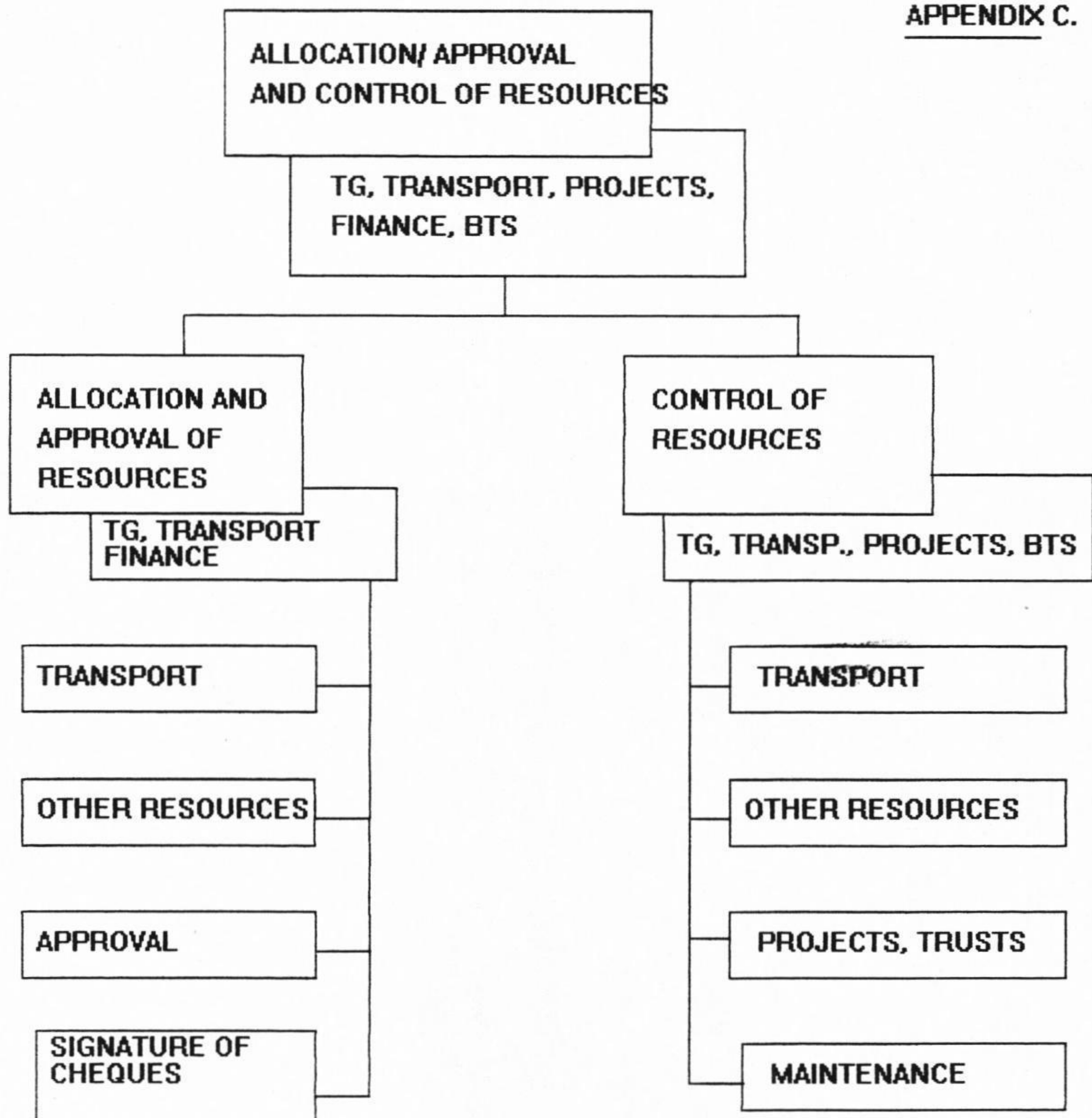
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APPENDIX B.

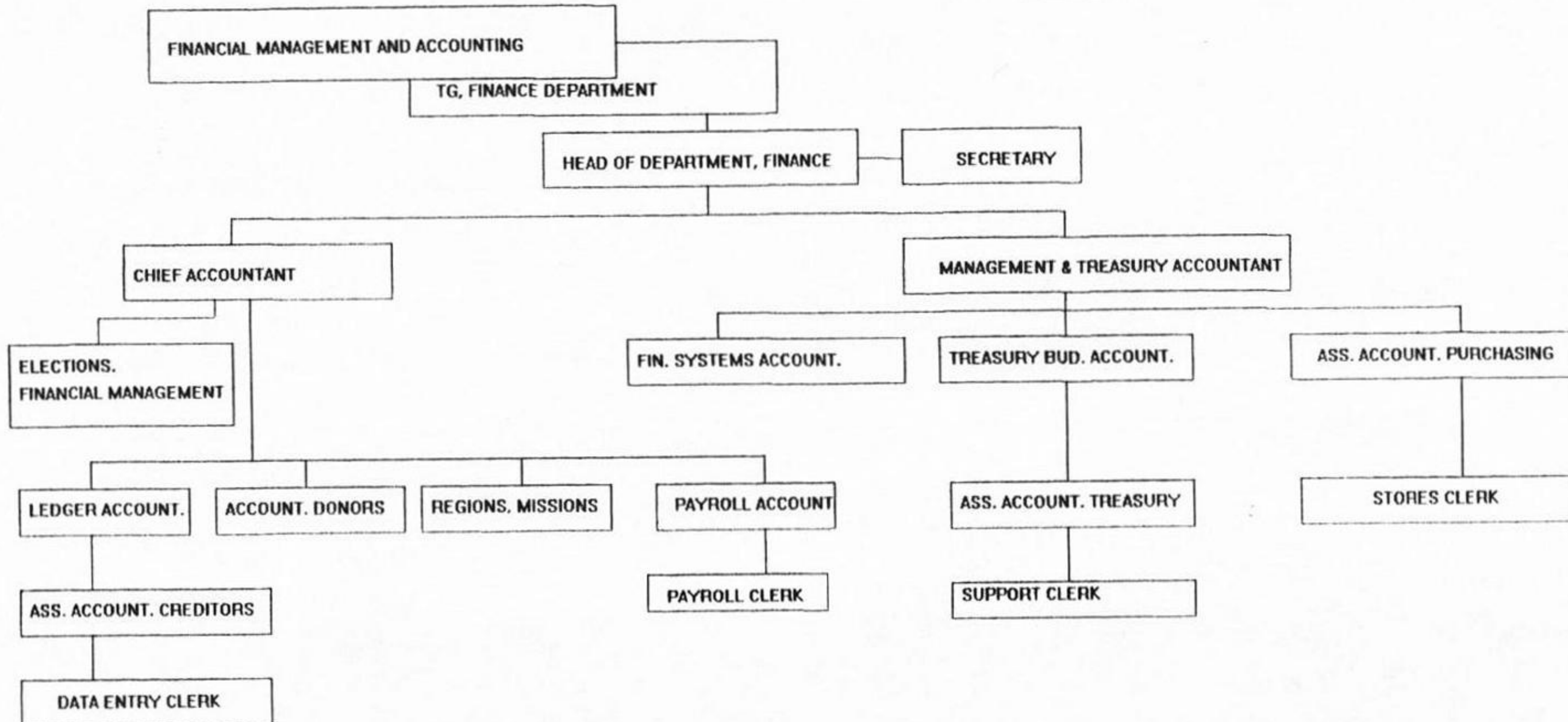


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APPENDIX C.



APPENDIX D.



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 achieved 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.		

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 achieved the objective
1. Do "swot analysis" and produce draft Structure, job descriptions	To June 1993		Co-ord ⁿ by Admin. sec. OTG		
2. Agree & put in place new structure.		Aug / September	Coord ⁿ by Admin. sec. OTG.	consult. Security / BTS Finance.	
3. HQ staff training in budgeting process	Aug '93	Oct '93	Finance (Coopers & Lybrand)	Funded by LIDA	
4. HQ financial awareness training	Aug '93	Oct '93	"	Funded by Norwegians	

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Objective	IMPROVING HEAD OFFICE - REORGANIZE OTG
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Person responsible for this objective:

[illegible]

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
1. Work to control & direct development finance parastatals	In	process	projects	NEC/Negotiations endorsement	
2. Sub. Council on Foreign Affairs: * Direct aid to TBVC States * Ensure international aid reaches our projects			projects.	NEC/Negotiations endorsement	
3. Impact on policy of "Development & Reconstruction" Committee			projects	NEC/Negotiations endorsement	

[illegible]

TEC.

Person responsible for this objective:

[illegible]

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.		

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. 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.					

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 achieved 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-ord ⁿ by T.G.		

ACTION PLAN

RESOURCES.

Person responsible for this objective:

[illegible]