

TITLE: ANC (SA) MANAGEMENT TRAINING SEMINAR

ORIGINATOR: AFRICAN NATIONAL CONGRESS OF SOUTH AFRICA

LOCATION: MOROGORO, TANZANIA

PROJECT SUMMARY: The ANC (SA) Management Training Seminar aims at convening a two week seminar for about 25 key management personnel involved in the Treasury Department of ANC (SA) in order to develop standard office procedures and administrative guidelines for the inter office communication and information system, and to discuss and plan a long term project aimed at boosting the number of skilled administrators, managers and support staff in the ANC (SA) offices.

I. GENERAL BACKGROUND

The History of ANC (SA) since being forced into exile in 1961, has been one of turbulence and uncertainty. Throughout the past twenty years, the ANC (SA) as an organization has had to do battle on many fronts. Increased numbers of refugees flowing out of South Africa have strained its resources and forced it to become an international organization calling for support and solidarity in the struggle for a free South Africa. Increased aggression and terrorist tactics by the Botha Regime have constantly kept the organization in flux and at times have destroyed documents and brutally killed the comrades carrying out the work of the movement. The struggle has also been an internal one, in which ANC (SA) has had to try to deal with an ever growing international support requiring an administrative system capable of supplying information, data and financial feed-back.

This latter struggle, the internal one, has until this time been a lesser priority than the others which were virtually of a "life and death" nature.

With the growing international support, ANC (SA) is now rising to prominence as the key liberation movement for South Africa. In order to respond adequately as an organization to this world status and to the diplomacy of international relations, a revisualizing of the structures and systems for administering the multi-faceted concerns of the movement is taking place.

The key department involved in this revisualizing process is the Treasury. Through the Treasury Department's auspice, the ANC (SA) will convene a Management Training Seminar for two weeks which aims at involving about 25 of its key administrators and management personnel in discussions, training sessions and long term planning. Throughout this two weeks, standard office procedures, and administrative guidelines for the interoffice communication and information system will be developed. Also plans will also be considered for a long term manpower training project aimed at boosting the numbers of skilled administrators, managers and support staff in the ANC (SA) offices.

II. OBJECTIVES

1. To assemble 25 key managers and administrators of ANC (SA) from the regional offices in a two week training seminar at Morogoro, Tanzania.
2. To introduce a broad scope of management skills to the seminar participants in order to help them co-ordinate and streamline the communication and information network with the organization.
3. To discuss future developments within the Treasury Department and recommend solutions to current problems being experienced within the organization.
4. To share common work experiences, problems and insight among the members of ANC (SA) who are doing similar work in the various offices.
5. To plan a long term manpower training project aimed at boosting the number of skilled administrators, managers and support staff in the ANC (SA) office.
6. To develop common office procedures and administrative guidelines in order to co-ordinate the work of the Treasury Department at the international level.

III. PROJECT DESCRIPTION

The ANC (SA) Management Training Seminar will take place in the latter half of 1981 at Morogoro Tanzania. The Morogoro setting is preferred as it is well removed from the frontline of the struggle and provides maximum security for the large number of leading cadres of the movement that will convene at one time in the same place. The facilities at Morogoro School will also provide them with a good environment for discussions. For a two week period, the 25 key managers and administrators of the liberation movement will meet around a schedule of training events, discussions and planning sessions.

There will be representatives from Tanzania, Mozambique, Botswana, Swaziland, Lesotho, Zimbabwe, Angola, United Kingdom, Sweden, Malagasy and the United States of America. Key projects personnel will also be attending the seminar.

For the most part the regional representatives and any guest consultants will stay in a hotel. Discussions and some meals will be taken at the Morogoro School site about 8 km. away. Transport to and from the sessions will be provided by the Morogoro School mini bus.

The question of guest consultants and lecturers is as yet unsettled. Because of the nature of the seminar the format for discussion could lend itself to a co-operative effort between leading cadres of the ANC (SA) and representatives of a Management Institute linked to a donor agency. Discussions are continuing regarding the feasibility of such a co-operative programme.

Such training sessions as methods of recording and filing information, administrative procedures for accounting, project design and management, and logistics (travel, supply and transport) are planned. Discussions concerning the future reorganization of the Treasury Department will center on a paper addressing that subject commissioned by the Treasurer General and due to be circulated before the seminar begins.

Sharing sessions between members of ANC (SA) performing the same roles in the various offices will be included in order to pinpoint common problems, recommend a variety of solutions and establish some common administrative procedures and guidelines for streamlining their communication and information network.

Finally, planning sessions for the purpose of designing a long term manpower training project aimed at boosting the number of skilled administrators, managers and support staff in ANC (SA) offices, will be convened. In most of these sessions, the expertise of an outside consultant who can direct and facilitate the discussion is desirable.

This project has a large international travel component, ^{therefore} its cost will seem to be out of proportion to its length. But the success of this training seminar may indeed be instrumental in developing a base for skilled manpower who will reduce the weight of the burden placed on the limited human resources of the ANC (SA) administration and hence, in the long term, make the organization's use of resources more economic and efficient.

IV. BENEFITS

The ANC (SA) as an organization accountable to a large number of donor agencies and for a growing population of members and refugees under their care, will become more capable of fulfilling its responsibilities both in the present struggle and in a free South Africa.

The donors will benefit greatly as the resources and financial assistance that they give ANC (SA) will be administered more effectively, and information required about their use will be more systematically catalogued.

The individual managers and administrators responsible for the use of the ANC (SA) resources will gain a perspective of the future of the Treasury Department. Some basic skills and help develop a standard set of administrative guidelines to assist them in their work. They will also benefit through their discussions with other comrades who perform similar roles in other regional offices in that each will become aware of the other problems and solutions to those problems.

V. ENDORSEMENT OF THE PROJECT

The ANC (SA) Management Training Project was conceived in discussions between the Projects Office of the Treasury Department and the Treasurer General who has personally endorsed this project for ratification by the National Executive Committee.

VI. RELATED PROGRAMMES AND SUPPORT

The ANC (SA) Management Training Project is directly related to a pilot project in the Treasury Department which took place from September 1980 to March 1981. The ANC (SA) Project Development and Training Study Project assisted in carrying out a regional survey of projects and project offices in Southern Africa. It also aimed at training project officers for the Project Office of the Treasury Department. From its findings, a larger, more comprehensive Management Training Project was recommended.

VII. OPERATIONAL PLAN AND REPORTING

All funds contributed for this project will be administered by the Treasury Department of the ANC (SA) in Lusaka, Zambia. The final evaluation and financial report will be compiled by the Projects Office of the Treasury Department and sent to the donor(s) on request.

Preparations for the seminar must begin even before funds are received if it is to be held in the latter half of 1981. A co-ordinator for the seminar will be nominated and will bring forth recommendations to the Treasury Department concerning the use of consultants and/or a Management Training Institute, the general format of the seminar and the travel and accommodation to be used by seminar participants. A 3 - 4 month lead time would be necessary for the basic organization to take place.

VIII. COUNTERPART/LOCAL CONTRIBUTION

The complete organization and preparation of the seminar will be done by ANC (SA) members using the organization's communication system to make arrangements.

All materials needed for the seminar can be researched, collated and written by the Information Centre and printed by the Publicity Department.

Transport, some meals and space for the actual seminar sessions will be made available by the Morogoro School Administration to help reduce costs of the actual logistics of the seminar itself.

IX. ANTICIPATED OBSTACLES

The running of a management training seminar is a straight forward exercise which only requires basic planning and a long enough lead time for adequate preparations. The major problem that may arise is the element of international travel by a large percentage of the group many of whom must travel to and from countries where the regularity of flights is uncertain. This problem can be overcome by scheduling alternate travel programme for those travelling to and from the most inaccessible areas.

X. BUDGET

A. TRAVEL

NO. COST/PERSON TOTAL

I. International

| | | | |
|--------------------|---|---------------|---------------|
| 1. Angola | 2 | <u>10,150</u> | <u>20,300</u> |
| 2. Botswana | 2 | <u>8,830</u> | <u>17,660</u> |
| 3. Canada | 1 | <u>23,260</u> | <u>23,260</u> |
| 4. Lesotho | 1 | <u>11,043</u> | <u>11,043</u> |
| 5. Malagasy | 1 | <u>4,400</u> | <u>4,400</u> |
| 6. Mozambique | 2 | <u>5,600</u> | <u>11,200</u> |
| 7. Swaziland | 1 | <u>6,480</u> | <u>6,480</u> |
| 8. Sweden | 1 | <u>21,620</u> | <u>21,620</u> |
| 9. Tanzania | 4 | | |
| 10. United Kingdom | 2 | <u>18,460</u> | <u>36,920</u> |
| 11. UIA | 1 | <u>17,760</u> | <u>17,760</u> |
| 12. Zambia | 6 | <u>4,950</u> | <u>29,700</u> |
| 13. Zimbabwe | 1 | <u>5,460</u> | <u>5,460</u> |

205,603

II. Dar - Morogoro - Dar

III. Morogoro - Mazimbu

B. ACCOMMODATION & MEALS

| | | | |
|--|----------------|----------------|----------------|
| 25 delegates ^{consultants} | <u>14 days</u> | <u>500/day</u> | <u>175,000</u> |
| 5 consultants | <u>5 days</u> | <u>500/day</u> | <u>12,500</u> |

187,500

C. MEALS

25 + consultants
x 2 x 14

D. CONSULTANCY FEE

including cost of
travel to and from
Dar and per diem for
complete trip

CONSULTANCY FEES: 5 consultants for
5 days @ 1000/- each per day 25,000
TRAVEL: air Arusha/Dar/Arusha
@ 1500/- each 7,500

32,500

E. SEMINAR MATERIALS

5,000

F. COMMUNICATION

2,000

G. CONTINGENCY

10,000

TOTAL

442,603

NOTE: All figures are in Tanzanian shillings.