

LEARNING OUTCOME:

Participants have a good understanding of the key elements of a GOOD Strategic Plan that suits the local municipal context

An important point of departure:

- We acknowledge the confusion around terminology (CDS, TDS, IDP, SDF, Strategic Framework)
- As municipal planners, only YOU can decide what works best for your municipality
- The CDS process has a particular context and history... you need to reflect on this and determine which elements best fit YOUR MUNICIPALITY, given the unique context, size, scale, etc.
- A one size fits all approach can never work!
- What is offered are merely some guidelines and suggestions

QUICK EXERCISE:

As we all are important holders of knowledge, please can you write up on THREE SEPARATE CARDS, what YOU think are important elements to be contained in a good strategic plan...

What the UCLG Policy Paper suggests:

GOVERNANCE ISSUES:

- **CITIZEN PARTICIPATION** was used as a resource for explicit local knowledge of the challenges and expectations.
- Involvement of the **PRIVATE SECTOR** which had transparently attracted investment.
- **Self-government and AUTONOMY** facilitated self-determinism for local governments.
- **All SPHERES OF GOVERNMENT COMMUNICATED** communicated and were committed to the same goal.
- The **MAYOR** backed the committed leadership driving the strategy.
- The municipal administration was ready for internal change.

ON CDS CONTENT:

- strategy had been **DESIGNED**, rather than copied as “blueprints”
- implementation **PERFORMANCE INDICATORS** were established during the development process.
- strategic actions were prioritized **BEYOND THE MOST URGENT** matters
- aspects of social, economic, institutional, cultural and physical change were attempted to be **INTEGRATED**.

What the South African Cities Network (SACN) suggest:

- ✓ *Long term vision resulting in short term action*
- ✓ *Collective city vision (plan for municipal area, not just municipal plan)*
- ✓ *Focus on points of leverage for maximum impact*
- ✓ *Allocation of stakeholder roles and identification of diverse champions*
- ✓ *Manageable and empowering (comprehensible, not necessarily comprehensive)*
- ✓ *Targeted involvement of poor & marginalised communities*
- ✓ *Planning across boundaries and sectors (rural-urban linkages)*
- ✓ *Coordinated public sector spending*
- ✓ *Integrated city strategic framework*
 - *Tool for cross-sectoral integration and alignment*
 - *Guide to decision-making and trade offs*
 - *Outcomes based city development indicators* - from Andrew Borrairie, SACN

**What exactly
should our
strategic plan
contain?**

YOU need to determine this... some suggestions though:

1. A clear, sharp **STRATEGIC ASSESSMENT** of both your municipality that outlines its internal challenges and the towns strategic challenges. In this assessment, an appreciation of its **COMPETITIVE ADVANTAGE** that must be exploited will be useful too
2. Recognising where the town is currently, a **WELL CRAFTED DEVELOPMENTAL VISION** that is powerful and imaginary, yet grounded in reality is key
3. A set of **GOALS** supporting the **VISION** and emanating from the **CHALLENGES** is key

We need to determine this... some suggestions:

4. **A strategic action framework or ROAD MAP spelling out who will do what, when, with how much helps to operationalise the plan**
5. **A spatial development framework is useful in giving the plan a spatial dimension – tells us WHERE what will happen**
6. **A medium term expenditure framework (three years) that talks to the GOALS is important as it shows that the strategy drives the budget**
7. **A Balanced Score Card that underlies the performance management system is also useful.**