:MODULE TWO:
Developing a STRATEGIC FRAMEWORK for your municipality

2a: Determining your key challenges
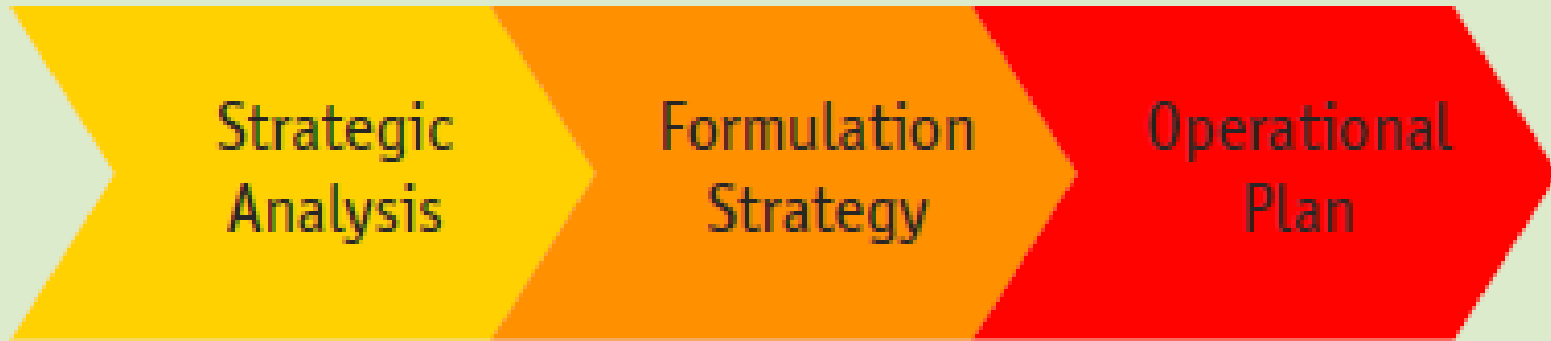**2b: Visioning and defining your purpose**
2c: Setting a Road Map: developing action plans

Outcome of this Session

- **To understand the key elements of strategic planning and how they relate to each other**

- **To be empowered to implement a simple strategic planning process using the template provided**

Broad Strategic Planning Process

Source: UCLG Policy Paper on Urban Strategic Planning 2012

Specific Outcome:

- **To be able to articulate a set of KEY CHALLENGES that we are faced with in our respective municipalities**
- **To reflect on a set of opportunities that we can build on when crafting our visions**

As part of our **STRATEGIC ANALYSIS,** there are many tools that are employed by planners including SWOT, appreciative enquiry, etc, etc ……

However, we found that essentially the key outputs are:
- **A SET OF KEY MUNICIPAL CHALLENGES**
- **A SET OF OPPORTUNITIES** that we can build on

These challenges should cover both :

- *internal municipal challenges* that affect us as an organisation

- *external challenges* that go beyond the municipality to address strategic service delivery / financial and governance issues

Critically, these challenges must be analysed in depth to understand the ROOT CAUSES and the RELATIONSHIPS between them

If our challenges are superficial, only addressing symptoms and are duplicated, then our strategies will not be powerful!

How do we develop these challenges?

In a workshop setting with politicians, officials (and sometimes other key stakeholders) **we use a BRAINSTORMING SESSION to let these emerge**

The use of a CASE STUDY works best to get the creative juices going…

Refer to CASE STUDY 1:
"What to Change"

Refer to CASE STUDY 2
"What to Change to" and "how to cause change to happen"

See also Facilitator's Guide
Explains the workshop methodology

Specific Outcome:

- **Participants understand the essence of DEVELOPMENTAL LOCAL GOVERNMENT**

- **Participants are able to understand who their CUSTOMERS are**

- **Participants are able to identify what makes a good Vision and Mission / Purpose Statement and can craft these**

Let's start by each of us writing down the vision for our municipalities...

- **Is it helpful in guiding our actions/choices for in the city?**
- **Does it have a time frame?**
- **How do we use the Vision to position your city?**
- **Can we refine it?**

We need to be clear

about the destination

(where exactly do we
    want our towns to
    be…)
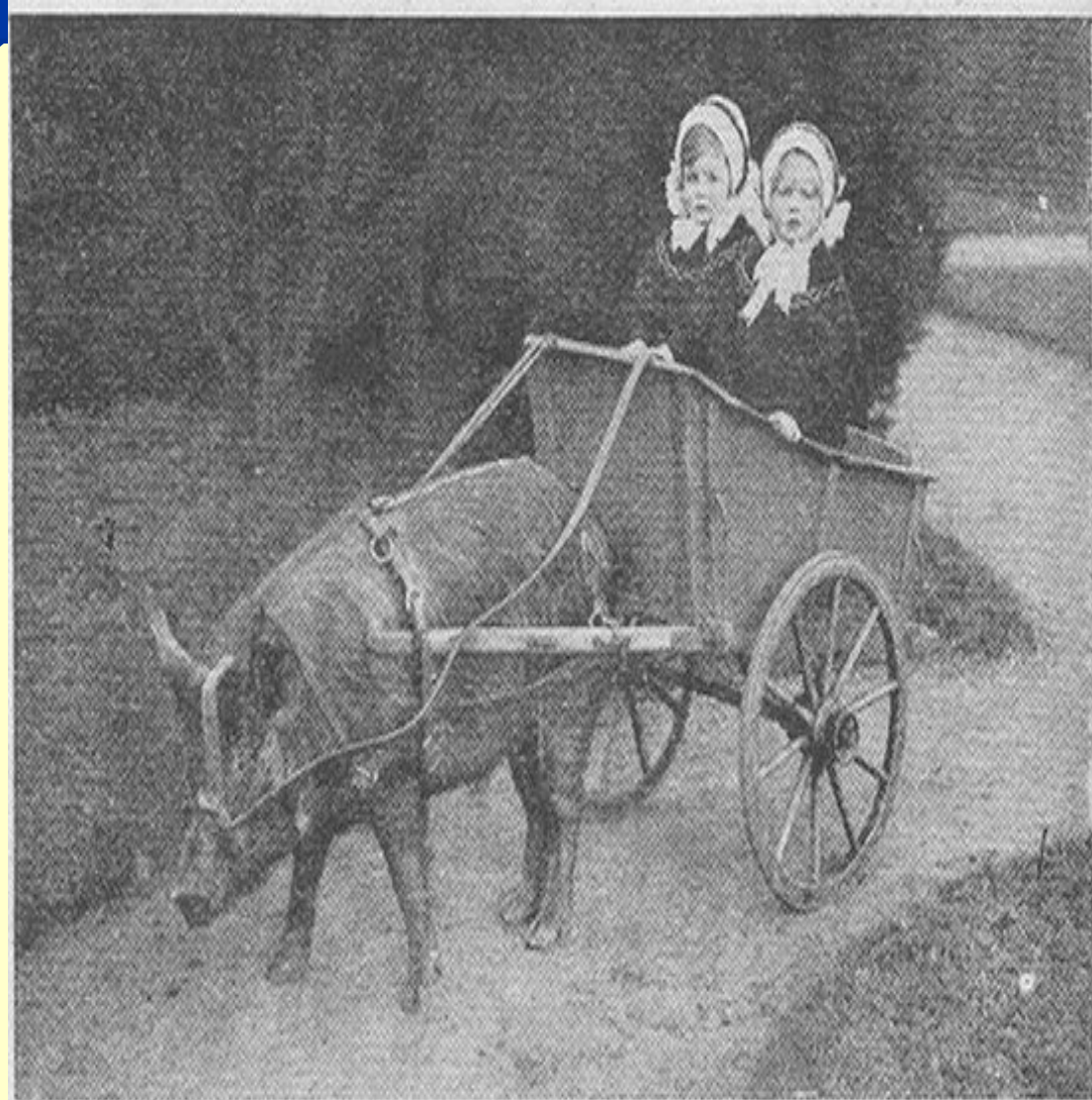
We need to be very clear about the direction we need to take to get there (this will inform our strategies and implementation)

We need to be clear about the distance we are traveling (visions to be time-bound)

We need to be clear about the means of travel (how will we get there?)

We need to consider the condition of the road, pitfalls, hurdles and opportunities along the way…

… we need to think about

how our VISION

leads to UNIFIED action

in the

municipality & the town

- *Have we firmed up the focus of our vision and determined what kind of platform we need to build in order to deliver the prosperity we desire?*

- **Successful cities have all had clear visions behind which coherent choices are made and the core platforms built:**

City	Positioning	Choices Made
Seattle	Gateway for high-tech to the Pacific North*east*	• Build export capability to Asia • Focus on creation of "family wage jobs" • Creation of marketing agency for software and biotech • Inner City Visits
Buenos Aires	The environmental quality of life city	• High vehicle emissions standards • Zoning barring industry to outskirts • Diverse and sophisticated cultural offerings • High quality city services (electricity, water, education)

City	Positioning	Choices Made
Singapore	The most globally connected city in the world	· Major investment in telecom infrastructure · Best-in-world business airport · Obligatory education for at least first ten years · Removal of restrictions on all international capital flows · Support for local companies investing overseas

Recap:

We need to be clear about:

- **The destination, (Where)**

- **Direction we need to take to get there (Implementation)**

- **Distance we are traveling, (time)**

- **The means of traveling, (How)**

- **The condition of the road, and**

- **Pitfalls, hurdles and opportunities along the way**

- **Are our respective VISIONS helpful in guiding our actions/choices in the towns?**
- **Does it have a time frame?**
- **How do we use the Vision to position our town?**
- **Can we refine it? Do we want to ?**

- **Again, let us quickly write down what we think is the MISSION STATEMENT currently for our municipality…**

There are THREE key aspects to any effective MISSION:

"The purpose of the ????? Municipality is (1) to do WHAT……. (2) by (how we are going to achieve the what) (3) in order to (what outcome we are hoping to achieve)

Specific Outcomes:

- **Participants are able to articulate a set of STRATEGIC GOALS for their municipality and develop templates that will detail out a STRATEGIES, TIMEFRAMES, BUDGETS AND RESPONSIBILITIES**

Developing a Road Map

- **Our principle is to KEEP IT STRAIGHT AND SIMPLE**
- **We use a simple template that outlines the following:**
  - **Challenges**
  - **Underlying causes**
  - **GOALS**
  - **Strategies**
  - **Budget**
  - **Timeframes**
  - **Responsibilities**

Developing a Road Map

- **We explain the process in PLENARY, then break up into groups to work on GOALS that we volunteer for**
- **These are then debated in plenary to ensure that there is consensus and agreement on who is doing what**
- **M&E is key and we agree on how this will work**

- **SEE EXAMPLE of ACCORD that is signed by all participants**

- **The insights provided are from our own experience**
- **They are ideas / suggestions only**
- **YOU will need to reflect on what works best, based on you municipal needs / context**
- **Be bold, experiment try new things**
- **Have fun!**