



Imagine Usakos 2030
Long Term Strategic Vision and Strategic Plan for 2015 - 2019

USAKOS TOWN COUNCIL



Imagine Otjiwarongo 2030
Long Term Strategic Vision and Strategic Plan for 2015 - 2020

MUNICIPALITY OF OTJIWARONGO



Cheetah Capital of the world

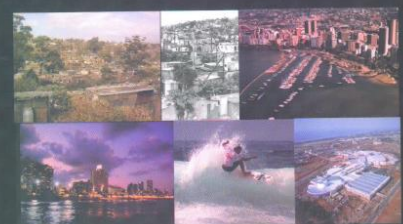
eThekweni Municipality long term plan 2010



building a better city, a better country and a better world for tomorrow

ImagineDurban
Ake Sicabange Ngetheku

eThekweni Municipality
Long Term Development Framework
An Overview of the key Developmental Challenges, Unicity Vision, Outcomes and City Strategy



November 2001

An important point of departure:

- We acknowledge the confusion around terminology (CDS, TDS, IDP, SDF, Strategic Framework)
- As municipal/ city council planners, only YOU can decide what works best for your municipality/ city council
- 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

TABLE EXERCISE

Please share with your group what you wrote down in eThekweni's Story re important elements to be contained in a good strategic plan...

Discuss as a table and identify the

top three

Write **each** on a **separate card**

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 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 Borraïne, SACN

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

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

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

