



USAKOS TOWN COUNCIL



MUNICIPALITY OF OTJIWARONGO



Cheetah Capital of the world

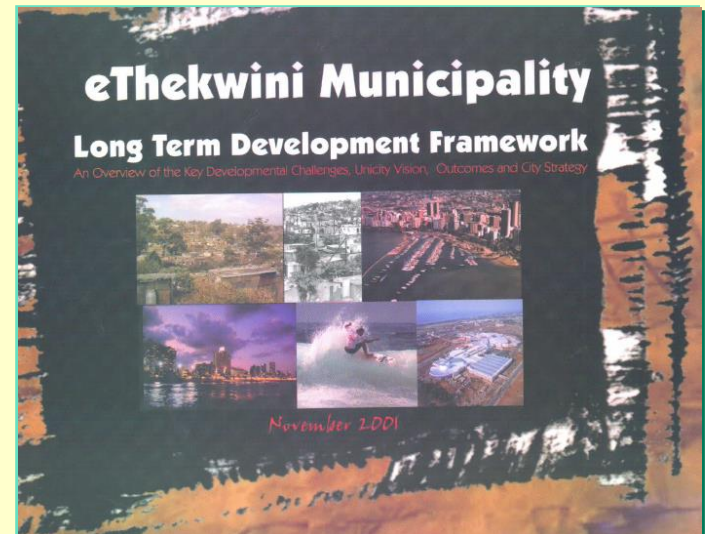


TABLE EXERCISE

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

Please discuss as a table and write each element on a separate card

Use participian methodology to stick up your cards

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.³

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**⁴

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 Borrainë, 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

