



By 2030 eThekweni will be Africa's most caring and liveable city



“STRATEGIC PLANNING AND ORGANISATIONAL ALIGNMENT”

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PRESENTATION OUTLINE



- **THE STRATEGIC THRUST OF THE PRESENTATION**
- **THE NATURE OF THE BUSINESS OF MUNICIPALITIES**
- **PERFORMANCE MEASUREMENT FRAMEWORK FOR MUNICIPALITIES**
- **THE DESIGN OF THE OPERATIONS MANAGEMENT FRAMEWORK FOR THE MUNICIPALITIES TO ENABLE PERFORMANCE**
- **A LOGICAL STRATEGIC PLANNING PROCEDURE FOR MUNICIPALITIES**
- **CONCLUSION**

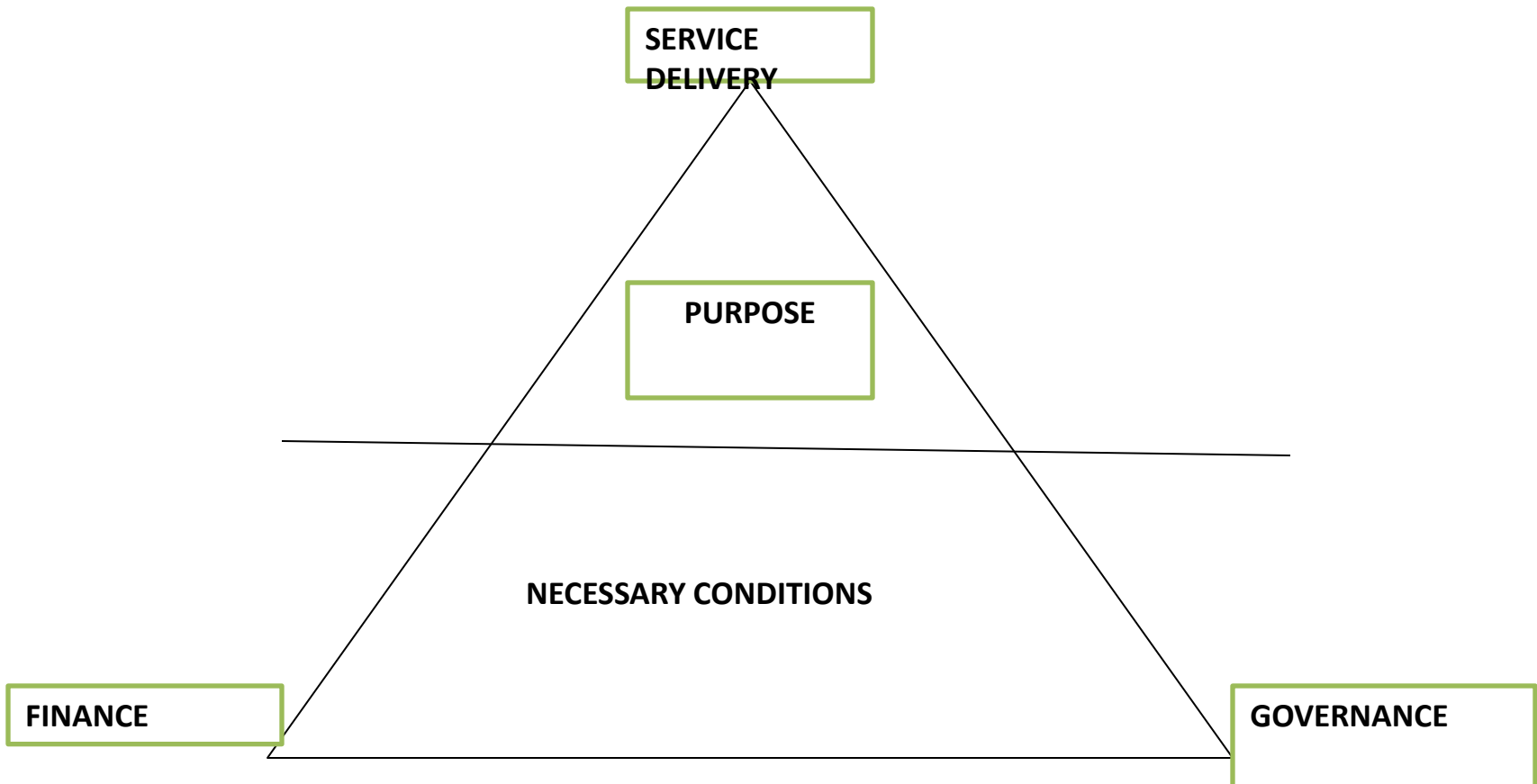


1. THE STRATEGIC THRUST OF THE PRESENTATION

- IT IS TO PROPOSE ORGANISATIONAL MANAGEMENT PROCESSES THAT MUST UNDERPIN STRATEGIC PLANNING
- IT IS TO ALSO PROPOSE A PROCEDURE FOR STRATEGIC PLANNING WITHIN THE CONTEXT OF THE ABOVE MENTIONED ORGANISATIONAL MANAGEMENT PROCESSES
- IT WILL BE ARGUED THAT A STRATEGIC PLANNING PROCEDURE AND LANGUAGE HAS TO BE RELEVANT TO THE UNIQUE ROLE AND REQUIREMENTS OF DIFFERENT STAKEHOLDERS-FOR IT TO BE A USEFUL TOOL

2. HOW DOES A WHOLE MUNICIPALITY WORK AS A SYSTEM – SYSTEM WIDE PERSPECTIVE

THE ROLE OF NOT FOR PROFIT ORGANISATION



UNPACKING THE TRIANGLE

- REASON OF EXISTENCE/PURPOSE-SERVICE DELIVERY TO CITIZENS
- USES FINANCE TO DELIVER SERVICES
- ADMINISTRATION DIRECTLY DELIVERS SERVICES USING FINANCES
- ADMINISTRATION IS MADE UP OF MANAGEMENT AND STAFF-MANAGEMENT DIRECTS STAFF TO DELIVER SERVICES
- THREE PILLARS OF GOVERNANCE
- ✓ COUNCILLOR OVERSIGHT OVER ADMINISTRATION-SERVICE DELIVERY, MONEY AND STAFF
- ✓ INVOLVEMENT OF PUBLIC TO INFLUENCE DECISIONS OVER-SERVICE DELIVERY AND MONEY+ACCOUNTABILITY TO PUBLIC OVER-SERVICES AND MONEY
- ✓ COMPLIANCE WITH NATIONAL GOVERNMENT LEGISLATIONS REGARDING-SERVICES, MONEY, STAFF, COUNCILLOR OVERSIGHT AS WELL AS PUBLIC PARTICIPATION AND ACCOUNTABILITY

3. PERFORMANCE MEASUREMENT FRAMEWORK FOR A MUNICIPALITY

Objective	Key Performance Indicator (KPI)	Means of Verification	Time frame
<p>Deliver services to the citizens</p>	<p><u>Service delivery</u></p> <p>PLANNED</p> <p>➤ No of citizens enjoying the usage of planned services, that meet set service standards and are delivered within budget and timeframe</p>	<p>Service delivery budget implementation plan and verified close out report on delivery</p>	<p>Annual and quarterly</p>
	<p>UNPLANNED</p> <p>% of citizens provided with services in accordance with service standards</p>	<p>Verified service delivery records</p>	<p>Annual and quarterly</p>

3. PERFORMANCE MEASUREMENT FRAMEWORK

Objective	Key Performance Indicator (KPI)	Means of Verification	Time frame
<p>Manage finances effectively, efficiently and economically</p>	<p>➤ Municipality has a cash backed budget equal to or better than the legislated requirement (has adequate funds to meet recurring expenses for the next 90 days)</p>	<p>Audited financial statements</p>	<p>Annual, quarterly</p>

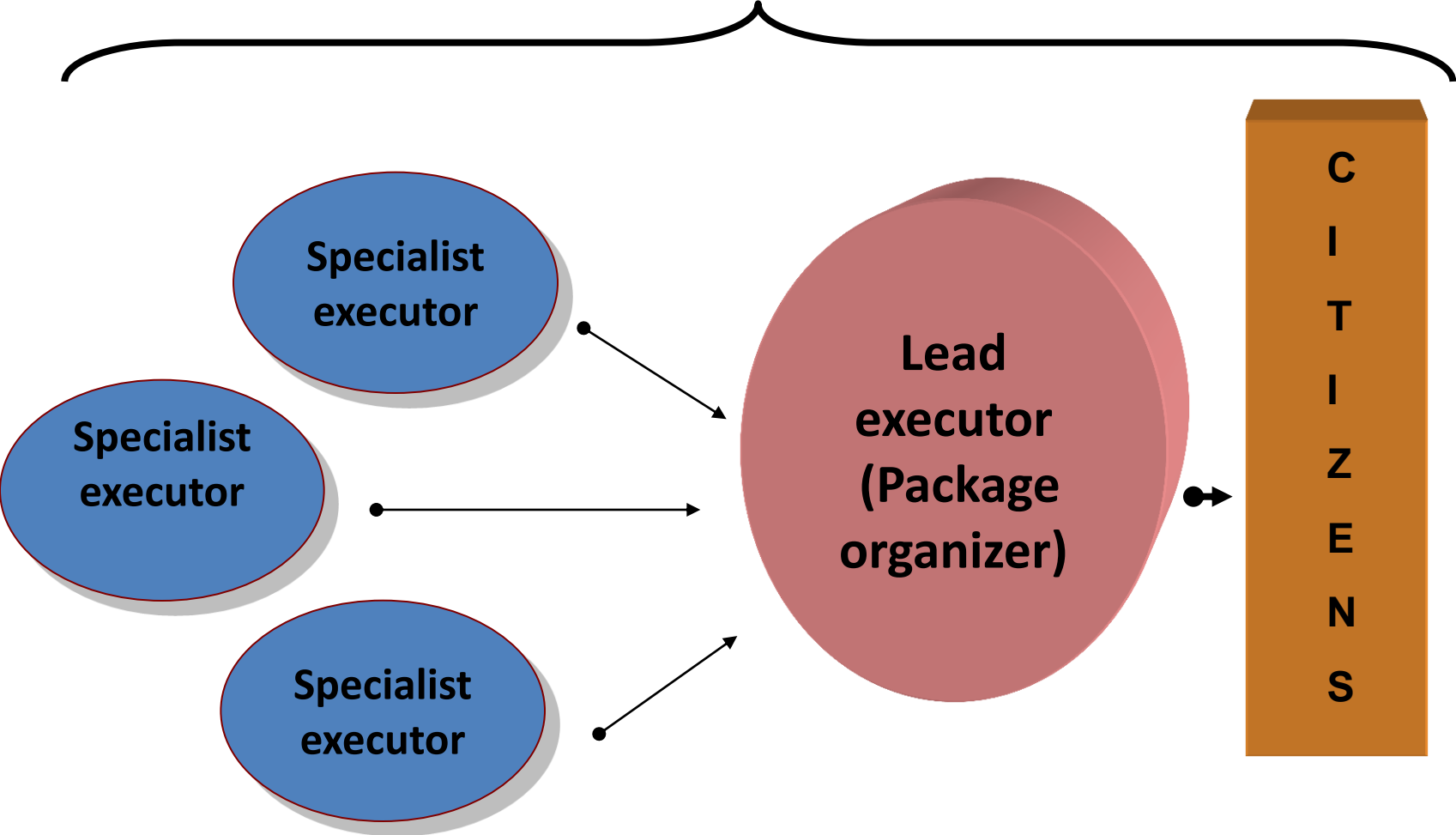
3. PERFORMANCE MEASUREMENT FRAMEWORK

Objective	Key Performance Indicator (KPI)	Means of Verification	Time frame
Practice good governance	<ul style="list-style-type: none"> ➤ Municipality achieves clean audit ➤ % of targeted municipality decisions in which the citizens participated in accordance with adopted policy % of targeted councillor oversight actions undertaken in accordance with adopted policy 	<p>AG report, audit committee reports and municipal public accounts committee reports</p> <p>Participation records eg agreements or memorandum of understanding</p> <p>Councillor oversight actions records eg resolutions</p>	<p>Annual and quarterly</p> <p>Annual</p>

- FOR THE ABOVE MENTIONED INDICATORS OF PERFORMANCE TO HAPPEN –A DESIGNED SYSTEM IS CRUCIAL
- ADMINISTRATION IS WELL PLACED TO ADVOCATE FOR A FUNCTIONAL SYSTEM AND PROPOSE TO ALL STAKEHOLDERS
- STRATEGIC PLANNING IS FACILITATED BY A PROPERLY DESIGNED SYSTEM AND CONVERSELY A POORLY DESIGNED SYSTEM RENDERS STRATEGIC PLANNING INEFFECTIVE
- TWO TYPES OF DESIGN-ORGANISATIONAL STRUCTURE AND FLOWS
- STRUCTURE HAS ITS OWN PURPOSE AND SHORTCOMINGS AND FLOWS HAVE A DIFFERENT PURPOSE AND FOCUS
- THREE LEVELS OF DESIGN-FLOWS
- ✓ MACRO-RELATIONSHIP AMONG STAKEHOLDERS
- ✓ MESO-RELATIONSHIP AMONG THE COMPONENTS OF THE ADMINISTRATION
- ✓ MICRO-EVENTS AND ACTIVITIES WITHIN COMPONENTS EG SOP'S

- **EXCO GIVES A STRATEGIC DIRECTION ON THE “GIVENS-NON NEGOTIABLES” BASED ON NATIONAL PROGRAMMES**
- **COUNCILLORS CONDUCT NEEDS ASSESMENTS WITH THE ASSISTANCE OF ADMINISTRATION (TECHNICAL INFORMATION)**
- ✓ **CUSTOMER COMPLAINTS AND RESPONSES**
- ✓ **GIVEN-NON NEGOTIABLES**
- ✓ **WHAT ARE OTHER ISSUES**
- **ADMINISTRATION FORMULATES TECHNICAL RESPONSE BASED ON THE SPATIAL DEVELOPMENT FRAMEWORK PLUS SERVICE NORMS AND STANDARDS-AREA BASED LEVEL**
- **TECHNICAL RESPONSE- A PLACE IN WHICH PEOPLE CAN SAFELY AND CONVENIENTLY WORK, LIVE PLAY AND PRAY PLUS CAPACITY**
- **AREA BASED LEVEL ALLOCATE TO FUNCTIONAL DEPARTMENTS FOR DETAILED PLANNING AND BUDGETTING-TREASURY ALLOCATES BUDGETS**
- **COUNCIL ADOPTS PLANS AND BUDGETS**
- **SDBIP**
- **PERFORMANCE CONTRACTING –MM AND SECTION 56 MANAGERS**

MESO FLOWS-COORDINATED SERVICE DELIVERY MODEL



- **AREA BASED MANAGEMENT MODEL OR DEVELOPMENT AND PLANNING IN SMALL MUNICIPALITIES-LEAD EXECUTOR**
- **ALL FUNCTIONAL DEPARTMENTS ARE SPECIALIST EXECUTORS**
- **FUNCTIONAL DEPARTMENTS HAVE DEPENDENCIES-**
- ✓ **FOUNDATIONAL SERVICES-WATER, ELECTRICITY, TRANSPORTATION NETWORKS AND INFORMATION AND COMMUNICATION NETWORKS**
- ✓ **SUPERSTRUCTURAL SERVICES/FACILITIES**
- **PUBLIC PARTICIPATION FACILITATION UNIT IS ONE OF SPECIALIST EXECUTORS**
- **SPATIALLY REFERENCED BUDGETTING POLICY – ENSURES ALIGNMENT –TREASURY AND AREA BASED MANAGEMENT TO WORK TOGETHER**

- **A LOGICAL STRATEGIC PLANNING PROCEDURE HAS ITS FOUNDATION IN THE OPERATIONS MANAGEMENT FRAMEWORK**
- **THE MACRO DESIGN GUIDES THE ORDER OF EVENTS –THIS HELPS TO MANAGE THE POTENTIAL CONFLICT INHERENT IN THE ROLES AND EXPECTATIONS OF DIFFERENT STAKEHOLDERS**
- **MESO DESIGN ENSURES THAT THERE IS A SINGLE WINDOW OF COORDINATION FOR CONSULTATION AND PLANNING PROCESSES-**
- **A SPATIAL DEVELOPMENT FRAMEWORK MUST BE DONE IN A CONSULTATIVE MANNER AND MUST BE THE FIRST STRATEGIC DOCUMENT THAT MUST BE ADOPTED SO THAT IT WILL GUIDE FUTURE DEVELOPMENT INTERVENTIONS-NOT BASED ON AVAILABILITY OF FUNDS**
- **SERVICE STANDARDS AND NORMS –HAVE TO BE DEVELOPED IN A CONSULTATIVE MANNER AND ADOPTED BY COUNCIL IN ORDER TO INFORM FUTURE PLANS-SUB COMMITTEES/PORTFOLIO COMMITTEES CRUCIAL**
- **THE FUNCTIONAL DEPARTMENTS MUST PROVIDE A TECHNICALLY SOUND RESPONSE WITHIN AN ENVIRONMENT OF LIMITED RESOURCES-POLITICAL BOUNDARY VS DEVELOPMENT BOUNDARY**

- **CHALLENGES OR UNDESIRABLE EFFECTS EXPERIENCED BY SPECIFIC PEOPLE IN SPECIFIC SPACES-FUNCTIONAL REGIONS-COUNCILLORS**
- **GOALS OR FUTURE DESIRABLE EFFECTS TO BE EXPERIENCED BY SPECIFIC PEOPLE IN SPECIFIC SPACES-OVER 5 YEARS-FUNCTIONAL REGIONS-COUNCILLORS**
- **THE AREA BASED MULTI DISCIPLINARY TECHNICAL TEAMS USE THE SPATIAL DEVELOPMENT FRAMEWORK TO GIVE TECHNICAL RESPONSES**
- **FOUNDATIONAL SERVICES TEAM AND SUPERSTRUCTURAL SERVICES TEAMS WORK WITH HUMAN DEVELOPMENT SPECIALISTS TO FORMULATE EFFICIENT TECHNICAL RESPONSES**
- **SPATIAL DEVELOPMENT FRAMEWORK INDICATES THRIVING ECONOMIC SECTORS THAT NEED TO BE PROMPTED AND INVESTMENT PROMOTION GUIDED BY THIS DOCUMENT**
- **SETTLEMENT PATTERNS HAVE TO FOLLOW THE THRIVING ECONOMIC SECTORS AND THE FOUNDATIONAL SERVICES –TRANSPORTATION NETWORKS MUST FACILITATE EASY ACCESS TO SERVICES RATHER THAN LOCK PEOPLE IN SPACE**
- **BUDGETS HAVE TO BE PRESENTED IN AREA BASED FORMATS TO FACILITATE PARTICIPATION-SIMULATION TOOLS TO BE USED TO ENCOURAGE PARTICIPATION**
- **LANGUAGE HAS TO MIRROR ORDINARY CITIZENS AND THEIR EXPERIENCES**
- **FROM AREA BASED TO FUNCTIONAL DEPARTMENTS**

6. CONCLUSION

- **STRATEGIC PLANNING TAKES PLACE WITHIN A PARTICULAR CONTEXT**
- **A MUNICIPALITY HAS A PURPOSE AND NECESSARY CONDITIONS NAMELY SERVICE DELIVERY, FINANCIAL VIABILITY AND GOOD GOVERNANCE THAT CAN BE MEASURED USING SIMPLE COMMON SENSE MEASUREMENTS**
- **FOR THOSE MEASUREMENTS TO BE REALISED A THREE LEVEL FLOW DESIGN IS NECESSARY TO COMPLEMENT THE LIMITATION OF SILO STRUCTURE DESIGN**
- **STRATEGIC PLANNING HAS TO BE PLACED BASED AND SO HAS TO BE THE BUDGET FOR EFFECTIVE CONSULTATION PURPOSES**
- **A SPATIAL DEVELOPMENT FRAMEWORK AND SERVICE NORMS AND STANDARDS HAVE TO BE THE GUIDING DOCUMENTS FOR ALL STAKEHOLDERS DURING THE STRATEGIC PLANNING PROCESSES**
- **CREATIVE TECHNICAL RESPONSES CANNOT BE LIMITED BY POLITICAL BOUNDARIES-DEVELOPMENT BOUNDARY IS IMPORTANT-TRANSPORTATION**
- **THE LANGUAGE HAS TO MIRROR PEOPLE'S LIVING EXPERIENCES**



THANK YOU!!!!