



# LAMAS

**STRATEGIC PLAN 2016-2019**

*LAMAS Strategic plan 2016-2019*

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**VISION**

To be the leading local government association promoting professional excellence for members

**MISSION**

Dedicated to the promotion of quality local government practice by:

- Providing relevant quality services
- Providing relevant management development programs
- Provision of information sharing platforms
- Conducting multi-faceted inclusive research and development
- Advocating for local government best practice in all forums

**CORE VALUES**

Innovation	<i>“We continuously improve the way we do things”</i>
Accountability	<i>“We hold members accountable to the association”</i>
Integrity	<i>“We uphold the highest ethical and moral standards to the best interest of the organization”</i>
Professionalism	<i>“We execute duties with diligence and skill”</i>



## ***LAMAS Strategic plan 2016-2019***

### **1. Background**

The Local Authorities Management Association of Swaziland (LAMAS) is a registered association formed by all established Urban Areas (Town Boards, City/Town Councils and Municipalities) in the Kingdom of Swaziland which has been incorporated in terms of the Swaziland Companies Act No. 8 of 2009 under the Certificate of Incorporation No. 2310 of 2014. The organization has the following objectives: -

1. To promote the quality of local governance by enhancing the managerial skills of persons in professional managerial posts.
2. To research on and develop the management sciences pertaining to local governance.
3. To promote and assure the effective teaching and training of managerial skills for local governance to such members of the Association as are tasked with such responsibilities.
4. To promote the image of local governance.
5. To undertake continuous evaluation of the requirements of managerial posts in local government.
6. To establish and maintain an information Centre concerning local governance and hold meetings jointly with other Associations and institutions, to promote and achieve the objects of the Association and matters incidental thereto.
7. To promote the professionalism of its Members.
8. To initiate and provide advice to legislative Authorities on proposed legislation pertaining to the governance of local government.
9. To establish and equip a cadre of professionals with skills relevant for the running of local governments which shall serve as a pool of first preference for purposes of appointment into local government positions.
10. To represent the interests of its Members in any forum where matters are discussed, decisions made, policies framed and / or any action is taken in relation to the operation of local governments.

Since the organization was registered in year 2014, it has been operating without a dedicated office as well as without a strategic plan to guide its operations. A number of factors have contributed to this, including, but not limited to the resource base of the organization. The organization is largely dependent on subscriptions by members to sustain its operations: it was, therefore, difficult to initiate programs and activities in promoting its key objectives.



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## **2. Executive Summary**

In 2015 the Executive took a decision to take the organization forward by putting together a 3-year strategic plan. The terms of reference were developed for the consultants to assist in this process. However, due to many other factors the strategic plan was only completed in August 2016.

Since no strategic plan had ever been done before it was important for the process to be all inclusive. In this regard questionnaires were sent to all the CEO's, Executive and other members. The information was put together in a report to assist in the finalisation of an informative SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). In doing this, it was important to be guided by a reliable framework. The balance scorecard was used were appropriate as well as the PESTEL analysis (Political, Economic, Social, Technological, Environmental and Legal analysis).

An extensive literature review had to be done in aligning the strategic plan to the objectives of LAMAS. The constitution was a bases of engagement including the various comments from key stakeholders. Since the organization was engaging on the strategic planning exercise for the first time, it was critical to do a benchmarking where possible. This was mainly to align the activities of the organization to best practice. Indeed several models of professional bodies similar to LAMAS were used as benchmarks.

The engagement of critical stakeholders in focus groups as well as individually was done to clarify issues raised in the individual questionnaires. In doing so a structured questionnaire was used as well. Several issues were raised during these consultations regarding the reasons for the organization not being able to deliver on its mandate. Members were not receiving products and services as expected mainly because there was no office to coordinate the activities of the organization as well as the limitation emanating from the narrow resource base. It was revealed that few Municipal Councils subscriptions as expected due to various reasons. There were also issues regarding governance, particularly as regard the constitution. There was a feeling that the constitution did not define membership well enough. It came out that the constitution was not clear regarding eligibility for election into the Executive. This is just an example of the state of engagement and the extent of the discussions

During the retreat the SWOT analysis was reviewed and adopted and a vision and mission together with values were adopted.

There was then a very involved action planning relating to the identified gaps. It was critical to attach some form of indicators and measurement for monitoring and evaluation of the strategic plan.

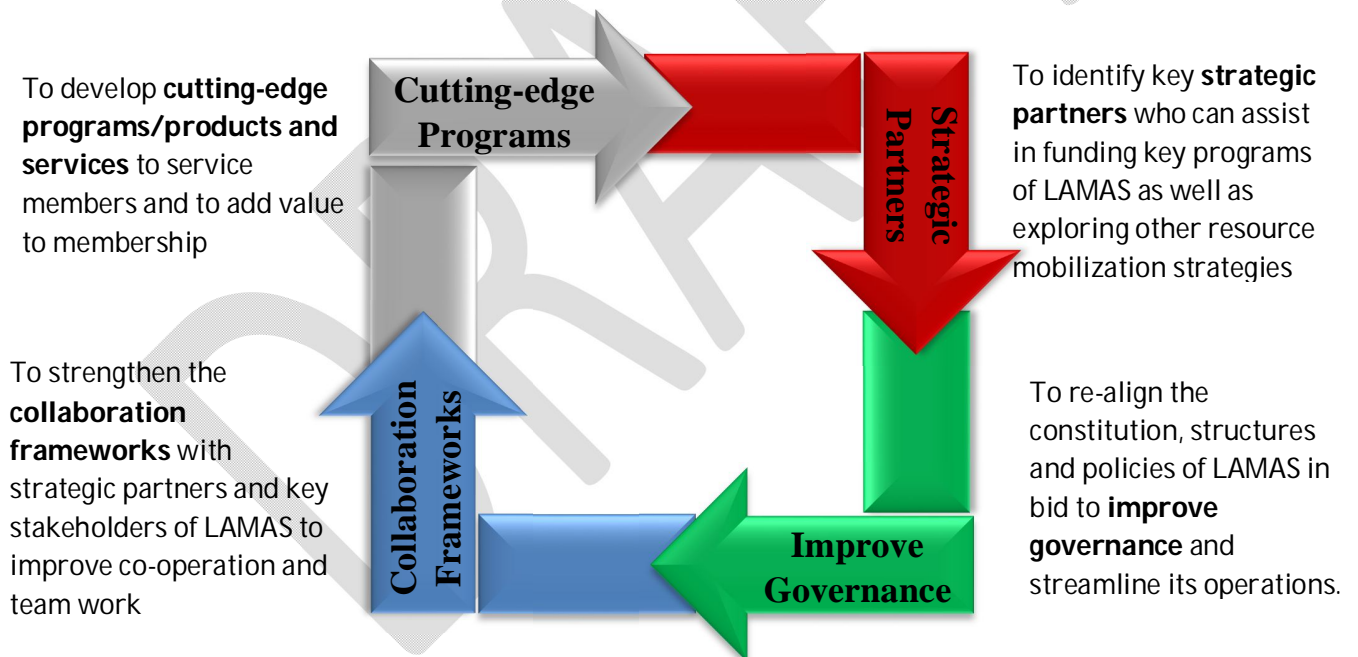


## LAMAS Strategic plan 2016-2019

During the strategic plan, 4 strategic pillars/thrusts were identified. There are as follows: -

1. To develop **cutting-edge programs/products and services** to service members and to add value to membership
2. To identify key **strategic partners** who can assist in funding key programs of LAMAS as well as exploring other resource mobilization strategies
3. To re-align the constitution, structures and policies of LAMAS in bid to **improve governance** and streamline its operations.
4. To strengthen the **collaboration frameworks** with strategic partners and key stakeholders of LAMAS to improve co-operation and team work

On the bases of the SWOT analysis and strategic pillars, the 3-year action plans were developed.



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**3. Membership**

Membership of the Association shall consist of the following:

1. Founding members who shall consist of all Town Clerks present during the formation of the Association.
2. Student members who shall consist of any person who is registered for a course at an acknowledged educational institution which is, in the opinion of the Executive Committee, suitable for a managerial or administrative career in local government, including any trainee who becomes such after completing such course.
3. Members who shall consist of all such persons who shall have been accepted as such in terms of the constitution.
4. Honorary members who shall consist of such persons upon whom the Executive Committee shall have conferred honorary membership to the Association for reasons of their having rendered exceptional service to the Association or their position in a local government or specific skills and qualifications they possess.

**4. Governance**

The organization is run by an elected Executive committee which consists of: -

1. The President;
2. The Vice President;
3. The immediate past president
4. The Treasurer;
5. The Secretary;

There is an Annual General Meeting of members to take major resolutions as well as to receive reports from the Executive.



**5. SWOT ANALYSIS**

**5.1 GOVERNANCE AND HUMAN RESOURCES**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Supported at highest level of local government administration (CEO office).	Absence of permanent office to carry out LAMAS duties on a day to day basis.	Partnership with other relevant stakeholders with same interest at local, regional and international level E.g. tertiary institutions (capacity building), SWALGA, SALGA, ICMA.	Lack of understanding of LAMAS mandate by political wing. (affects payments and availability of members)
Strategic Plan currently been prepared to guide the operation and development of LAMAS.	Constitution is not fully adhered to by its members.	Recognition by the MHUD.	Lack of recognition of LAMAS membership during recruitment of CEO's, Finance etc.
Constitution in place to guide the operation of LAMAS.	Lack of identification as a member (membership number and cards)	Opportunity to expand our membership base (both internal and external).	Different levels (administration and financial) of local authority results to limitations to the numbers and people able to be part of LAMAS.





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<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
members of the association.			
Some of LAMAS members are also members of other professional bodies.	No sufficient detailed criterion to determine the association member.		
Information and professional skill sharing amongst towns.	Lack of trainings and capacity development for members.		
Use of media appliance to communicate at Executive level.	Lack of event calendar for LAMAS programs.		
Skilled professional to operate the association	Lack of communication strategy and engagement plan.		
	No website to communicate LAMAS activities and programs.		
	LAMAS not socially active to its members and the general community.		



**5.2 FINANCE AND SERVICES AND PRODUCTS**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Subscriptions are paid by the corporate not individuals making it predictable.	Resource base too narrow to sustain operations.	Increasing local authorities and personnel	Local government authority environment too volatile
Audited financial report produced.	Individual members are not charged subscriptions and is not collected.	Working relationship with service providers	Reliance on subscriptions
Accounting policies included in the constitution	None practitioners not involved in the LAMAS structure	High literacy rate	Introduction/implementation of social security
Office bearers of municipalities transfer the financial skills to the organisation	No full time office and office staff	There is a higher number of officials who had previously served in the local government sphere	Unreliable government funding to local authorities
Funds are banked and expended through resolutions	Poor implementation of core business (objectives)	Available infrastructure ICT	Higher costs of hospitality institution



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STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Approved bank signatories	Poor services and product.	Increasing professionals in the local government sphere	Unreliable communication networks
	Revenues not exploited or implemented	Available international and local donors and funders	Multiple organizations in the sector on similar issues
	Poor enforcements of debts collection mechanism	Available professional audit organisations	
	Funding model too narrow (catchment too narrow)	There are freely available financial policies in government, municipalities and professional	
	Poor payment by local authorities	Available municipal budget frameworks	
	Audited financial statements not periodically produced and not approved		
	No documented accounting policies		



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STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	No segregation product for different local governments		
	No documented financial controls		
	Lack of information sharing forum between the Local Government Authorities and LAMAS		
	Subscriptions not periodically reviewed		
	No budget in place		



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6. ACTION PLANS

6.1 GOVERNANCE AND HUMAN RESOURCES

IDENTIFIED GAP	ACTION	TIME FRAME	ACTION INDICATOR	RESPONSIBILITY
1. Absence of permanent office to carry out LAMAS duties on a day to day basis.	1.1. Outsourcing LAMAS administrative duties to a private company on a retainer bases.	December 2016	Quarterly report submitted to Executive members of LAMAS.	Executive Members
	1.2 Review of constitution to enable the working collaboration with other professional bodies within the LAMAS structure. Town Clerk Forum, Engineers, Planners, IMFO, HR specialist etc.	February 2017	Reviewed constitutions	Executive members of association and AGM
	1.3 Review of constitution to address different groups of members.	February 2017	Reviewed constitutions	Executive members of association and AGM
	1.4 Collaborate with SWALGA and have one office with the aim of sharing overhead cost	December 2016		Executive members, MHUD



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<b>IDENTIFIED GAP</b>	<b>ACTION</b>	<b>TIME FRAME</b>	<b>ACTION INDICATOR</b>	<b>RESPONSIBILITY</b>
	1.5 Formal engagement with local authorities defaulting subscriptions with LAMAS EXCO.	December 2016	Subscriptions paid on time from 2017	Executive
	1.6 Formal engagement with LAMAS EXCO & SWALGA EXCO to revisit the MOU	December 2018	MOU in place	Executive
	1.7 Formal engagement of the Town Clerks forum on ensuring common understanding of LAMAS	December 2016	On going	Executive
<b>2. Constitution is not fully adhered to by its members.</b>	2.1 Create awareness activities for members through conducting educational workshops.	Ongoing	Conducted workshops and inductions sessions	Executive
	2.2 Develop induction packs for new members as well as counsellors	March 2017	Induction packs in place.	Executive /Secretariat
<b>3 Lack of identification as a member (membership number and cards)</b>	3.1 Facilitation of issuance of membership card and numbers.	March 2017	Membership card and numbers issued to subscribing members.	Executive



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<b>IDENTIFIED GAP</b>	<b>ACTION</b>	<b>TIME FRAME</b>	<b>ACTION INDICATOR</b>	<b>RESPONSIBILITY</b>
<b>4 No sufficiently detailed criterion to determine the association member.</b>	4.1 Review of constitution to address different groups of members.	Feb 2017	Reviewed constitution.	Executive
<b>5 Lack of documented process to functionalized the association. i.e. policies and procedures</b>	5.1 Identification of policies and procedure to be developed to support operationalization of LAMAS.	March 2017-December 2018	Reviewed constitution to addressing rules of admission of members.	Executive
			Identified policies and procedures. E.g. Developed policy to define numbers of statutory meeting to be held and address penalty issues for LG not pays subscriptions on time and not attending meeting.	
			Documentation of guidelines for undocumented policies touching on issues of common interest	



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<b>IDENTIFIED GAP</b>	<b>ACTION</b>	<b>TIME FRAME</b>	<b>ACTION INDICATOR</b>	<b>RESPONSIBILITY</b>
<b>6 Lack of trainings and capacity development for members</b>	6.1 Development of training framework	March 2019	Developed training need assessment.	Executive
<b>7 Lack of event calendar for LAMAS</b>	7.1 Development of event calendar for LAMAS activities to be published.	February 2017 and every AGM	Event calendar in place.	Executive
<b>8 Lack of communication strategy and engagement plan.</b>	8.1 Development of Communication & engagement Strategy with internal and external focus.	June 2018	Communication & engagement Strategy, with action plan in place	Executive /Secretariat
<b>9 No website to communicate LAMAS activities and programs.</b>	9.1 Establishment of LAMAS website and also branding of the association.	March 2017	LAMAS Website in place	Executive
			Social media communication in place	
<b>10 LAMAS not socially responsible to its members and the general community.</b>	10.1 Identification of programs and plans to commence social responsibility at community level.	June 2017	Programs in place	Executive
	10.2 Establishment of a social support structures for LAMAS members.		Subcommittees in place with activities. e.g. PR committee, entertainment committee,	
<b>11 Partnership with other relevant stakeholders with same</b>	Develop MOUs with relevant organisations	On going	MOUs in place	Executive





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IDENTIFIED GAP	ACTION	TIME FRAME	ACTION INDICATOR	RESPONSIBILITY
interest at local, regional and international level E.g. tertiary institutions (capacity building), SWALGA, SALGA, ICMA				
<b>12 Absence of an advocacy framework for LAMAS</b>	12.1 Develop an advocacy framework	June 2017	Advocacy framework in place	EXCO/Secretariat



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**6.2 FINANCE, PRODUCTS AND SERVICE**

IDENTIFIED GAP	ACTION	TIME FRAME	ACTION INDICATOR	RESPONSIBILITY
<b>1. Resource base too narrow to sustain operations</b>	1.1 To relaunch LAMAS in order to get a buy in to Councilors.	April annually	To collect 100% annual Subscription from municipalities	Executive
	1.2 Send statements before the end of August 2016 to all Municipalities	June 2017	Statements sent timely	Treasurer
	1.3 To conduct financial audits	Annually	Financial audit done annually (see calendar).	Treasurer
		Ongoing	Quarterly informal sharing forum with municipalities in place	Executive
	1.4 To review the constitution such that municipal councils contribute towards LAMAS as	April 2018	Constitution amended	Executive



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<b>IDENTIFIED GAP</b>	<b>ACTION</b>	<b>TIME FRAME</b>	<b>ACTION INDICATOR</b>	<b>RESPONSIBILITY</b>
	strategic partners over and above the individual subscriptions			
	1.5 Diversification of Revenue base	2018 March	Sponsorships Committee in place Fund raising campaigns in place	Executive
<b>2. None practitioners not involved in the LAMAS structure</b>	2.1 To introduce honorary members( Founding Members)	2017 April	benefit from the honorary members knowledge realised	Executive
<b>3. No documented financial controls</b>	3.1 To develop Financial policies and Accounting Policy and Procedure and Financial Controls	2017 March	Financial and Accounting Policy and Procedure and Financial Controls adopted by AGM	Executive
<b>4. Poor implementation of core business (objectives)</b>	4.1 To develop operation plan to implement the current strategic plan	2017 October	Operation plan in place	Secretariat
<b>5. No budget in place</b>	5.1 To prepare annual budget	2017 April	Approved Budget by February annually	Executive /Secretariat
<b>6. No segregation product for local different governments</b>	6.1 To develop suitable Products and services for	2017 June	Identified products and services	Executive



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<b>IDENTIFIED GAP</b>	<b>ACTION</b>	<b>TIME FRAME</b>	<b>ACTION INDICATOR</b>	<b>RESPONSIBILITY</b>
	each level of local government			
<b>7. Increasing local authorities and personnel including rural local authorities</b>	7.1 To send invitation to new councils	March 2017	Signed Membership forms	Executive
<b>8. Working relationship with service providers e.g. consultants, constructors</b>	8.1 To send invitations for sponsorships	2017 March	Signed MOU's for funding core bussiness	Executive
<b>9. An increase in students enrolling in Local Government related studies</b>	9.1 To send invitations qualified student e.g. UNISWA	2017 March	Signed Membership forms	Executive
<b>10. Available international and local donors and funders</b>	10.1 To prepare project proposals to potential sponsors or funders	2018 March	Approved sponsorship	Executive
<b>11. Available professional audit organizations (refer to Weaknesses)</b>	11.1 To prepare expression of interest for services	2016 December	Appointed audit Firm and audit by external auditors	Executive
<b>12. An increase in students enrolling in Local Government related studies</b>	12.1 To send invitations to qualified student e.g. Uniswa	2017 March	Signed Membership forms	Executive
<b>13. Available international and local donors and funders</b>	13.1 To prepare project		Approved sponsorship	Executive



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IDENTIFIED GAP	ACTION	TIME FRAME	ACTION INDICATOR	RESPONSIBILITY
	proposals to potential sponsors or funders	2018 March		

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## **7. MONITORING & EVALUATION**

The Association's strategic plan is a joint effort by membership of LAMAS and as such, it is not a program in nature, but rather an effective tool by the organization. Monitoring and evaluation of this strategic document therefore becomes paramount and an extensive focal area towards the attainment of the strategic goals set and their impact.

The Secretariat of the organization will, on quarterly and annual basics, produce organizational performance reports for presentation to and adoption by the Executive. Quarterly reports will be subject to review by the Executive in the quarterly meeting while the annual reports will be instrumental as basis for annual review of the direction of the organization.

The Executive shall meet, at minimum, on a quarterly basis to discuss issues of mutual interest, as well as considering the performance reports from the Secretariat. Such considerations shall be followed by recommendations for actions on issues arising from the implementation of the strategic plan.

The organization shall hold an annual strategic performance reviews meeting where the implementation of the strategic action plans shall be subjected to review in order to inform the coming year. Such a review will consider significant changes in the environment under which the organization is operating and take necessary steps to adjust the strategic plan towards achieving more for the organization, taking advantage of emerging opportunities in the environment. The annual reviews meetings will have output in the form of strategy review reports with action items flowing from such meetings and reports.