

# Ugu GDS Institutional Arrangements

## Introduction

The Ugu Growth and Development Strategy (GDS) Summit dated ..... adopted the Ugu GDS dated December 2012 and took a decision to establish a **GDS Lead Team** to drive the implementation of the GDS. The **GDS Lead Team** is to be composed of a maximum of fourteen members mandated to manage and monitor the implementation of the GDS. The members will be champions identified and drawn from all key sectors within the regional economy. The institutional approach of a “GDS Lead Team” was selected owing to its:

- Flexibility and responsiveness given the nature and size of the team
- Level of institutional independence
- Level of multi-stakeholder ownership and accountability
- Level of political accountability, and
- Extent of influence over multi-stakeholder resources
- Ability to mobilise a wide range of knowledge and skills

The key success factors in terms of the performance of the **GDS Lead team** would be the clarity of mandate and commitment of all stakeholders to being held accountable to the team.

## Roles and Responsibilities of the GDS Lead Team

The roles and responsibilities of the **GDS Lead Team** will be to:

- Work with the various partners regarding the integration of the GDS within their plans and budgets. In particular, the team will need to work with the district and local municipalities to assess how the GDS work-plans have been incorporated into municipal Integrated Development Plans, Service Delivery Budget Implementation Plans and Budgets;
- Set up institutional mechanisms (e.g. stakeholder forums, one-on-ones with managers) to facilitate and request reports from all relevant stakeholders with regard to the implementation of the GDS and to offer strategic direction;
- Engage with local government, business and civil society leadership in order to unblock obstacles facing the implementation of the GDS;
- Report to relevant provincial and national government and private sector institutions if local stakeholders have failed to respond or co-operate within agreed time-frames;
- Mediate and request external mediation to assist in addressing any tensions or lack of co-operation amongst stakeholders;
- Advise stakeholders on issues pertaining to the GDS; and
- Lobby stakeholders, both internal and external, for the allocation of resources to the GDS.

It is essential that the GDS Lead Team is fully mandated by the Executive Mayor to perform these roles and responsibilities and that the team receives the Executive

Mayor and Ugu District Council's full and ongoing support. If this support is not provided, the **GDS Lead Team** will be unable to perform its role. The team must be able to hold stakeholders to account for the implementation of the GDS and must be able to seek assistance from relevant provincial and national authorities if stakeholders do not honour their commitments or remain accountable for their performance.

## Establishing the GDS lead team

The office of the Executive Mayor of the Ugu District Municipality will constitute the GDS Lead team through requesting nominations of credible and visible leaders from the private, public and civil society sectors that are willing and able to drive the GDS. The term of appointment of the members should be three years. It is proposed that at least 50% of the **GDS Lead Team** be included in a second term of office to ensure continuity. No **GDS Lead Team** member should serve more than two terms in office.

The criteria for nominations will include:

- An acknowledged leader within a particular sector within the regional economy e.g. public, private and civil society;
- A credible track record with no allegations or proven record of corruption or mismanagement;
- A sound rates and taxes payment record with the relevant municipalities;
- A thorough knowledge and understanding of the regional economy and the GDS;
- A passion for inclusive and integrated development in the region;
- A skills set that could be useful for the implementation of the GDS (e.g. public management and administration, legal, financial management);
- Evidence of commitment to working for the benefit of the broader community; and
- The willingness to offer time and energy into turning the Ugu regional economy around.

An independent technical panel will be appointed by the Executive Mayor of the Ugu District Municipality to review the nominations received and recommend appointments. The Review Panel must consist of provincial leaders from the public, private and civil society sectors. Proposed members are:

- A senior official from the provincial department responsible for local government in the province;
- A senior official from the provincial department responsible for economic development within the province;
- The CEO and one other nominated representative of the provincial chamber of commerce and industry within the province;
- A recognised trade union leader within the province; and
- A representative from an institution of higher education within the province.

The Executive Mayor will appoint the **GDS Lead Team** and the team will report through the office of the Executive Mayor to Council.

## Proposed Composition of the GDS Lead Team

The proposed composition of the GDS Lead team is reflected in the table below:

Sector	Sub-sector	Seats on GDS Team	Notes
<b>Public</b>	UGU District Municipality	1	In order to foster inter-governmental relations and mobilise government-wide commitments all three government spheres should be represented on the Team – representatives from the most relevant provincial and national departments should be considered
	Ugu Local Municipalities	1	
	Provincial government	1	
	National government	1	
	Parastatals	1	
<b>Private</b>	Tourism	1	Representation is proposed from the private sector in the four main growth sectors identified in the GDS
	Agriculture	1	
	Manufacturing	1	
	Construction and Mining	1	
<b>Civil Society</b>	Education	1	It is suggested that representation from key civil society groupings in each of the four focus areas are secured
	Social Development	1	
	Environmental Management	1	
	Traditional Leadership	1	
	Rate Payers	1	

It is proposed that demographic and gender representivity should also be considered in the establishment of the **GDS Lead Team**. This team will become the “face” of the Ugu GDS and will be accountable for ensuring that it is implemented.

The **GDS Lead Team** will select a chairperson who will be responsible for managing the work of the team and that of the technical support unit appointed to assist the team as discussed below.

## Technical Support for the GDS Lead Team

A technical support unit will be established by the Ugu District Municipality to support the **GDS Lead Team**. The technical support unit will be responsible for providing the day-to-day operational and administrative support for the **GDS Lead Team**. This support will include:

- Organisational responsibilities related to stakeholder engagement and management;
- Administrative responsibilities such as minute taking, circulation of agenda and meeting documentation, follow-up of decisions;
- Stakeholder engagement and facilitation as required;
- Technical input into GDS-related work-plans and budgets;
- Undertaking research to support GDS Lead Team activities;
- Setting up and undertaking the logistical arrangement for meetings and workshops as requested;
- Report-writing, such as preparation of monitoring reports and items for submission to Councils;
- Facilitating travel arrangements for the **GDS Lead Team**;

- Ensuring consistent reporting by the **GDS Lead Team** to the Executive Mayor and by stakeholders to the **GDS Lead team**;
- Ensuring ongoing communication amongst stakeholders with regard to the work of the **GDS Lead Team**, the various GDS stakeholders, and the broader community with regard to the implementation of the GDS; and
- General administrative and operational functions.

The technical support unit should consist of at least a process facilitator, programme coordinator and administrator. The required competencies for the process facilitator will be:

- Proven experience (8 - 12 years) in process facilitation of economic development initiatives;
- Ability to design and implement a stakeholder engagement and management plan;
- Ability to interact with stakeholders from all sectors and at various levels;
- Proven experience of designing and implementing economic development programmes;
- Proven experience in process facilitation for economic development initiatives;
- Knowledge of and experience in rural development and the local government environment;
- Strong communication – both verbal and written - skills;
- Strong workshop facilitation skills; and
- Computer literacy.

The required competencies for a programme co-ordinator will be:

- Demonstrated programme and project management skills (8 – 12 years);
- Strong administrative skills;
- Good communication skills – both verbal and written;
- Computer literacy; and
- Strong logistical management skills.

The administrator's competencies would be administrative skills such as:

- Minute taking;
- Ability to make logistical arrangements for workshops and meetings;
- Tracking and follow-up of decisions;
- Making travel arrangements for the GDS Lead Team; and
- Computer literacy

The Technical Support Unit will be managed by the Process facilitator who will report to the GDS Lead Team chairperson.

## Broader GDS Institutional Arrangements

It should be noted that the **GDS Lead Team** institutional mechanism does not in any manner detract from the roles and responsibilities that the Ugu municipalities and local government leadership must play in implementing the GDS. These roles and responsibilities are clearly

articulated within the Ugu GDS Strategy document and will be further translated into the municipal plans, budgets and the work-plans of the various municipal units.

Nor does the **GDS Lead Team** approach detract from the responsibilities of the broader private and public sector stakeholders. These stakeholders are also responsible for committing to the objectives and plans for the GDS and reflecting these commitments in their own plans and budgets.

The **GDS Lead team** is simply a mechanism to inject energy into the process and show visible leadership and accountability.

It is acknowledged that the current institutional environment in the Ugu District is complex and characterized by low levels of social capital and a crisis of credibility in a number of the municipalities. The community is highly polarized along racial, political, class and cultural lines. This lack of social cohesion in turn adversely impacts on the socio-economic performance of the region as it makes it difficult for respective sectors to leverage the right kind of partnerships and resources. There is a general sense that most organizations and sectors work in silos, and there is a very low level of intra- and inter- sectoral cooperation.

In order to achieve the GDS goals there is need for the public, private and civil society sectors to break free of the silo mentality and form new partnerships within and amongst their respective sectors.

Based on the institutional analysis of the Ugu district, the follow institutional arrangements are proposed to ensure on-going commitment to, and the implementation of, the GDS.

### Intra-sectoral coordination

It is imperative that all sectors promote coordination and integration of GDS goals and objectives within their institutions. A single platform of cooperation will need to be created for each sector and where there are existing platforms their effectiveness should be reviewed and where necessary realigned. The decisions made at these consolidated platforms will then feed into the work of the GDS team

#### **Government Sector: National, Provincial, Local and Parastatal**

The Executive Mayor of the Ugu District will be the champion of the GDS within the government sector. The District Council and district IGR structures will be the platforms for coordinating the implementation of the GDS. If required, a new district inter-governmental platform will need to be created, chaired by the Executive Mayor of the district that is cross sectoral and focused on ensuring integrated and aligned planning and budgeting across government in terms of the GDS. This must be a high-level platform that will have both a political and technical component.

The political component will be constituted through the offices of the relevant Executive Members of the municipal councils and provincial cabinet. The administrative component will be constituted through the offices of the relevant municipal managers and provincial heads of departments. Consistency and appropriateness in representation will be critical in order for these platforms to be effective.

**Private Sector: Large, Medium, Small and Informal Businesses**

The existence of a wide range of business chambers and sector associations in the Ugu district poses a coordination challenge. There is need for a single private sector platform that is representative of all businesses within the district. This body should cover the interest of all businesses. Such a platform would facilitate ongoing communication amongst the public, private and civil society sectors.

**Civil Society: Single Civil Society platform**

The GDS process unearthed a deep sense of marginalization from local governance processes among the many civil society actors in the district. One of the causes of this is the lack of a single and respected voice of the sector at local government platforms. There is a need therefore, for civil society groupings also to form a single umbrella platform in order to foster corporation and communication amongst themselves first and then with government and private sectors.

The intention would be for the various **GDS Lead Team** members to participate actively within the appropriate platforms and facilitate ongoing communication amongst stakeholders with regard to GDS implementation. The **GDS Lead Team** members would use these platforms to ensure that they represent the interests of their sectors and that they hold their sectors accountable for GDS commitments.

**Ugu District Municipality GDS Co-ordination**

Coordination and integration of the GDS within the Ugu District Municipality itself must happen at two levels:

*1) Department level Mainstreaming*

All departments in the Ugu District Municipality will be expected to mainstream the GDS into their respective departmental plans and policies. GDS key performance areas will be mainstreamed into individual performance scorecards of Senior Managers, which should in turn translate into the work of the relevant departmental staff.

*2) Inter-departmental integration*

Relevant departments will integrate both their planning and implementation of department plans in order to improve resource use and avoid duplication. This integration must take place at senior management meetings and within the various integrated development planning and budgeting platforms of the municipality. The Municipal Manager should be responsible for holding senior management to account for alignment of business plans and budgets with the GDS. The Executive Director responsible for Economic Development should be delegated by the Municipal Manager to manage inter-departmental alignment of the GDS throughout the institution and should report directly to the Municipal manager in this regard.