



LOCAL ECONOMIC DEVELOPMENT STRATEGY DRAWING MANUAL

[This manual contains all the chapters that should be part of the Local Economic Development Strategy drafted by the municipality. The order can be changed according to the priorities of the municipality]

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Norwegian Embassy

DEM
Dialogue for European Municipalities

**LOCAL ECONOMIC DEVELOPMENT STRATEGY FOR THE
MUNICIPALITY OF [MUNICIPAL NAME] 20XX-20XX**

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List of Abbreviations

[list all abbreviations used in the Strategy. This part is drafted after the completion of the drafting of the Strategy]

List of Figures

[list all the figures used in the Strategy. This part is drafted after the completion of the drafting of the Strategy]

List of Tables

[list all the tables used in the Strategy. This part is drafted after the completion of the drafting of the Strategy]

Working Group

[list the names and positions of all members of the working group starting from the chair of the working group, the vice-chair of the working group and others in order]

Introductory Sentence by the Mayor

[should not be more than 4/3 of the page]

I. Executive Summary

[Brief description of the purpose of the Local Economic Development Strategy. No more than 3 paragraphs]

[List only General Objectives, specific objectives and indicators not listed here]

[Summary of agreed recommendations to address problems. No more than 2 paragraphs]

[Key recommendations for each sector. No more than 1 paragraph for each sector]

[Due to the information to be listed in this section, the executive summary is suggested to be drafted at the end of the strategy drafting when all the required information for the paragraphs as above is confirmed]

II. Introduction

[No more than 1 page]

[Why the strategy is drafted]

[Liaison with Municipal priorities and medium-term plans, liaison with other local or central strategic documents - liaison with Government Medium and Long Term Strategic Plan, Local Self-Government Strategy, Local Economic Development Strategy, other municipal documents]

III. Methodology

[No more than 1 page]

[Description of the analytical approach]

[Liaison with strategic documents; List of municipal directorates and other members of the working group; Contributions received during the public meeting held at the beginning of the drafting; Comments / suggestions received from stakeholders during public consultations; Information regarding the approach of the working group for the comments received from the citizens; Inclusion of suggestions and requests of citizens and businesses; Information regarding the analysis made during the drafting of the strategy by experts in various fields.]

[Due to the information to be listed in this section, the methodology is suggested to be drafted at the end of the strategy drafting when all the required information for the paragraphs as above is confirmed]

IV. Mission

[What does the Municipality aim to achieve in the long run?]

[No more than 1 paragraph]

V. Vision

[What will the municipality do to achieve its long-term goals?]

[No more than 1 paragraph]

VI. Background

[Background is the main chapter of the Strategy for Local Economic Development where all the analyzes made are described. This chapter has no definition of page number.]

6.1 Analysis of the current situation

[This sub-chapter should include the current situation of all areas of the Municipality]

[The way of summarizing the data to compile the analysis part of the current situation of the municipality are:

- Interviews with Directors of departments and relevant officials
- Analysis of monitoring reports for the implementation of activities in each sector
- Secondary research
- Analysis of statistical data
- Sectoral analysis]

[In this sub-chapter there is no definition of pages, each sector should be described using all the necessary data. Sectors are preferred to be divided as follows.]

[**Municipality Demographics:** number of inhabitants and graph of growth rates (or population decline); if there is a decrease in growth rates, two or three factors are mentioned as determinants of this demographic phenomenon; male-female makeup; the place of the population of the center of the municipality, to the population of the whole municipality and the number of inhabitants of the whole municipality in the region or at the national level; the composition of the population of the municipality by ethnicity (without excluding any group) and for any group can be given the trend of increase or decrease; composition of the population according to religious belief; number of births and deaths per 1000 inhabitants, trend; migratory balances, trend, 2-3 causes; male / female birth rate; population structure by age group for the most recent year. Average age of the population.]

[**Geographical extent:** geographical coordinates, main type of area (plain, plateau, hilly, mountainous or parts thereof, etc.); geological characteristics of the area where the municipality is located; rivers that originate or pass through the municipality, lakes, mountains and the highest peaks of the area, or if they are distinct even if they are not located in the territory of the municipality but near it, etc.]

[**Administration:** create a list of directorates in the Municipality, number of current staff, functional categories, ranks, title, age, qualification, gender of staff, administrative services; list of public services provided by the municipality, number of citizens and businesses that received services during the year; the main challenges of service delivery; administrative bar.]

[**Education:** Number of schools, number of students, number of staff engaged (including academic and administrative staff); school preparation of academic staff; number of students according to distance traveled to school; school infrastructure including information related to water, heating, sewerage access, facility condition, inventory status, number of classrooms, possession of scientific or research cabinets; the average grade of students in schools, the average of points in the achievement test; the extent of pre-primary education, and the number of students, the extent of primary education and the number of students, the extent of secondary education and the number of students, the number of students in the municipality and trends; number of illiterates trend and their place in the population of the municipality, number of teachers (teacher / student ratio and teacher / resident ratio).]

[**Infrastructure:** the length in kilometers of asphalt roads that cross the municipality; Km road / Km² surface ratio; length of paved roads (preferably by type, with gravel, soil, stone, etc.); Km road / Km²surface ratio; the length of the railway road that crosses the municipality and its end points; Electricity supply (good, sufficient, poor); telecommunication extension (good, sufficient, poor), length of fecal, atmospheric sewerage, sidewalks, public lighting and water supply, urban planning, parks and squares, roads, sidewalks, public transport, public parking, public lighting, supply water, sewage, waste collection, waste disposal, etc. Waste management; public services.]

[**Health and Social Welfare:** number of family members who have benefited from the social assistance scheme, basic old-age pensions, war veterans pension scheme, age contributory pensions, number of families who have benefited from the social assistance, pension scheme for families with children of martyrs and war invalids, occupational

disability pensions, pensions of persons with disabilities, number of health facilities, their condition, number of visits, number of services provided, frequency of services by years.]

[Agriculture and Rural Development: Area planted for each agricultural crop, number of farmers, number of agricultural holdings, land categorization, pasture area; number of registered businesses, number of active businesses, turnover value per sector and sub-sector, number of employees per sector and sub-sectors, export value, private sector challenges.]

[Tourism and Cultural Heritage: number of youth non-governmental organizations, number of artistic performances and performances in the house of culture, number of sports clubs by type of sport; developed countries or with development potential; revenues of the municipality from tourist visits; key challenges;]

6.2 Problem Definition

[The problem definition process includes steps such as:

- Interviews with Directors of departments and relevant officials
- Analysis of monitoring reports for the implementation of activities in each sector
- Secondary research
- Analysis of statistical data
- Sectoral analysis]

[After describing the findings from these analyzes, the main problem should be described here.]

6.3 Comparison with other countries / municipalities

[Identify two or more municipalities / sites for comparison. The comparison should focus on the main challenges of the municipality and the solutions provided for similar challenges in other municipalities]

6.4 SWOT analysis

Strengths	Weaknesses
[list all municipal strengths here]	[list all municipal weaknesses here]
Threats	Opportunities
[list all municipal threats here]	[list all municipal opportunities here]

6.5 Problem tree analysis (optional)

[The problem tree is a helpful tool for identifying the causes and effects of the municipality's key challenges. Identifying causes and effects help design objectives and activities; this sub-chapter is optional and the municipality can use it in cases when the working group deems it necessary]

Effects
[Problem results]
Main Problem
[The main problem identified in sub-chapter 6.2; may involve more than one problem]
Causes
[The main reasons that cause that problem]

6.6 Challenges Summary

[This section should include all information related to sectoral challenges. The local economic development strategy should include information and challenges in the following areas:

[Challenges in the Education Sector:]

[Infrastructure Sector Challenges:]

[Challenges in the Health and Social Welfare Sector:]

[Challenges in the Agriculture and Rural Development Sector:]

[Challenges in the Tourism and Cultural Heritage sector:]

VII. Objectives

7.1 General Objective 1: Education

7.1.1 [General objective should have at least 3 specific objectives related to different areas]

7.1.2 Specific Objective 1

[Specific objectives must have at least 2 indicators]

7.1.2.1 Indicator 1

7.1.2.1.1 *Activity 1*

7.1.2.1.2 *Activity 2*

.

.

7.1.2.2 Indicator 2

7.1.2.2.1 *Activity 1*

7.1.2.2.2 *Activity 2*

.

.

7.1.3 Specific objective 2

[Specific objectives must have at least 2 indicators]

7.1.3.1 Indicator 1

7.1.3.1.1 *Activity 1*

7.1.3.1.2 *Activity 2*

.

.

7.1.3.2 Indicator 2

7.1.3.2.1 *Activity 1*

7.1.3.2.2 *Activity 2*

.

.

7.1.4 Specific Objective 3

[Specific objectives must have at least 2 indicators]

7.1.4.1 Indicator 1

7.1.4.1.1 *Activity 1*

7.1.4.1.2 *Activity 2*

.

.

7.1.4.2 Indicator 2

7.1.4.2.1 *Activity 1*

7.1.4.2.2 *Activity 2*

.

.

7.2 General Objective 2: Infrastructure

7.2.1 [General objective should have at least 3 specific objectives related to different areas]

7.2.2 Specific Objective 1

[Specific objectives must have at least 2 indicators]

7.2.2.1 Indicator 1

7.2.2.1.1 *Activity 1*

7.2.2.1.2 *Activity 2*

.

.

7.2.2.2 Indicator 2

7.2.2.2.1 *Activity 1*

7.2.2.2.2 *Activity 2*

.

.

7.2.3 Specific objective 2

[Specific objectives must have at least 2 indicators]

7.2.3.1 Indicator 1

7.2.3.1.1 *Activity 1*

7.2.3.1.2 *Activity 2*

.

.

7.2.3.2 **Indicator 2**

7.2.3.2.1 *Activity 1*

7.2.3.2.2 *Activity 2*

.

.

7.2.4 **Specific Objective 3**

[Specific objectives must have at least 2 indicators]

7.2.4.1 **Indicator 1**

7.2.4.1.1 *Activity 1*

7.2.4.1.2 *Activity 2*

.

.

7.2.4.2 **Indicator 2**

7.2.4.2.1 *Activity 1*

7.2.4.2.2 *Activity 2*

.

.

7.3 General Objective 3: Health and Social Welfare

7.3.1 [General objective should have at least 3 specific objectives related to different areas]

7.3.2 **Specific Objective 1**

[Specific objectives must have at least 2 indicators]

7.3.2.1 **Indicator 1**

7.3.2.1.1 *Activity 1*

7.3.2.1.2 *Activity 2*

.

.
7.3.2.2 Indicator 2

7.3.2.2.1 *Activity 1*

7.3.2.2.2 *Activity 2*

.

.

7.3.3 Specific objective 2

[Specific objectives must have at least 2 indicators]

7.3.3.1 Indicator 1

7.3.3.1.1 *Activity 1*

7.3.3.1.2 *Activity 2*

.

.

7.3.3.2 Indicator 2

7.3.3.2.1 *Activity 1*

7.3.3.2.2 *Activity 2*

.

.

7.3.4 Specific Objective 3

[Specific objectives must have at least 2 indicators]

7.3.4.1 Indicator 1

7.3.4.1.1 *Activity 1*

7.3.4.1.2 *Activity 2*

.

.

7.3.4.2 Indicator 2

7.3.4.2.1 *Activity 1*

7.3.4.2.2 *Activity 2*

.

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7.4 General Objective 4: Agriculture and Rural Development

7.4.1 [General objective should have at least 3 specific objectives related to different areas]

7.4.2 Specific Objective 1

[Specific objectives must have at least 2 indicators]

7.4.2.1 Indicator 1

7.4.2.1.1 *Activity 1*

7.4.2.1.2 *Activity 2*

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.

7.4.2.2 Indicator 2

7.4.2.2.1 *Activity 1*

7.4.2.2.2 *Activity 2*

.

.

7.4.3 Specific objective 2

[Specific objectives must have at least 2 indicators]

7.4.3.1 Indicator 1

7.4.3.1.1 *Activity 1*

7.4.3.1.2 *Activity 2*

.

.

7.4.3.2 Indicator 2

7.4.3.2.1 *Activity 1*

7.4.3.2.2 *Activity 2*

.

.

7.4.4 Specific Objective 3

[Specific objectives must have at least 2 indicators]

7.4.4.1 Indicator 1

7.4.4.1.1 *Activity 1*

7.4.4.1.2 *Activity 2*

.

.

7.4.4.2 Indicator 2

7.4.4.2.1 *Activity 1*

7.4.4.2.2 *Activity 2*

.

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7.5 General Objective 5: Tourism and Cultural Heritage

7.5.1 [General objective should have at least 3 specific objectives related to different areas]

7.5.2 Specific Objective 1

[Specific objectives must have at least 2 indicators]

7.5.2.1 Indicator 1

7.5.2.1.1 *Activity 1*

7.5.2.1.2 *Activity 2*

.

.

7.5.2.2 Indicator 2

7.5.2.2.1 *Activity 1*

7.5.2.2.2 *Activity 2*

.

.

7.5.3 Specific objective 2

[Specific objectives must have at least 2 indicators]

7.5.3.1 Indicator 1

7.5.3.1.1 *Activity 1*

7.5.3.1.2 *Activity 2*

.

.

7.5.3.2 Indicator 2

7.5.3.2.1 *Activity 1*

7.5.3.2.2 *Activity 2*

.

.

7.5.4 Specific Objective 3

[Specific objectives must have at least 2 indicators]

7.5.4.1 Indicator 1

7.5.4.1.1 *Activity 1*

7.5.4.1.2 *Activity 2*

.

.

7.5.4.2 Indicator 2

7.5.4.2.1 *Activity 1*

7.5.4.2.2 *Activity 2*

.

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VIII. Monitoring and Reporting

[Monitoring and reporting of the strategy should be done against the objectives through set indicators. Reporting should be completed in the first quarter of the following year and should include information on the degree of implementation of indicators, implementation problems and corrective measures. It seems to be based on the progress reports of the strategic documents, and based on the monitoring system, if necessary, an intermediate review / evaluation of the action plans is done.]

[Working group should decide on the organization and structure of monitoring reports]

IX. Budget Impact Assessment

Summary of Strategy costs	Year 1	Year 2	Year 3
Committed support with experts			
Committed budget support (harmonized with MTEF)			
Potential funding opportunities for donors			
Kosovo Budget			
Total			

X. Action Plan

ACTION PLAN 20XX-20XX FOR THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT STRATEGY 20XX-20XX

General Objective 1:						
Specific Objective 1.1	Indicator (s) for measuring objective achievement			Basic condition	Goal 20XX	Goal 20XX
Activity	Deadline for implementation	Total Costs	Source of funding (if financed by the Municipality it should be harmonized with the MTEF, if it is financed by the donor it should be mentioned)	Leading directory	Supporting directory	Results
1.1.1						
1)						
2)						
3)						
1.1.2						

4)						
5)						
6)						

General Objective 1:						
Specific Objective 1.2	Indicator (s) for measuring objective achievement			Basic condition	Goal 20XX	Goal 20XX
Activity	Deadline for implementation	Total Costs	Source of funding (if financed by the Municipality it should be harmonized with the MTEF, if it is financed by the donor it should be mentioned)	Leading directory	Supporting directory	Results
1.2.1						
7)						
8)						
9)						
1.2.2						
10)						
11)						
12)						

General objective 2:

Specific Objective 2.1	Indicator (s) for measuring objective achievement			Basic	Goal 20XX	Goal 20XX
Activity	Deadline for implementation	Total Costs	Source of funding (if financed by the Municipality it should be harmonized with the MTEF, if it is	Leading directory	Supporting directory	Results
2.1.1						
13)						
14)						
15)						
2.1.2						
16)						
17)						
18)						

General Objective 2:						
Specific Objective 2.2	Indicator (s) for measuring objective achievement			Basic condition	Goal 20XX	Goal 20XX
Activity	Deadline for implementation	Total Costs	Source of funding (if financed by the Municipality it should be harmonized with the MTEF, if it is financed by the	Leading directory	Supporting directory	Results
2.2.1						
19)						
20)						
21)						
2.2.2						
22)						
23)						
24)						