



**“The European Union’s DCI 2012 National Programme
for Kazakhstan”**

Kazakhstan Regional Development

Inclusive rural planning Toolkit



Проект финансируется
Европейским Союзом



Galway Development Services International
Проект реализуется консорциумом
под руководством GDSI Limited

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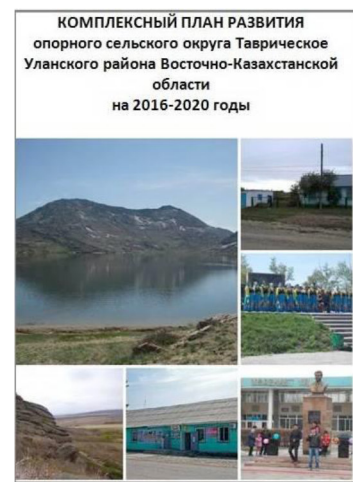
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TOOLKIT ON INCLUSIVE RURAL PLANNING

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Introduction:

The Tool kit is designed for all or any Kazakhstani okrug or aul seeking to implement a process of inclusive rural planning that will enable it to direct financial resources to local needs. The Tool kit has been developed on the basis of successful experiences undertaken within the scope of EU financed Regional Development Project. The Tool kit is based on a particular approach that is considered well suited to Kazakhstan's rural communities.

The approach was tested in three pilot okrugs in Kazakhstan (Tavryia in East Kazakhstan Oblast, Nagilliasaov in Kyzylorda Oblast and Zhetaybai in MangystauOblast) and proved to be easy for understanding and implementation. Currently six new rural okrugs are going through the process of inclusive rural planning (four in East Kazakhstan Oblast, one in Kyzylorda Oblast and one in Mangystau Oblast). All involved stakeholders and citizens enjoyed participating in the thematic working groups, discussing together existing challenges and development opportunities and identifying common vision for development, strategic objectives, priority areas and action plan for a five years period.

The Government of Kazakhstan is promoting a step by step reform to ensure an open, efficient and effective local self-government that works closely with citizens and provides local services. This is part of the President's 100 Reform Steps. Reforms in local Self-Government provide the opportunity for local Akimats and citizens to propose and implement local solutions to local problems.

The legislative framework for local self-government is constantly improving to allow greater financial opportunities and broader citizen involvement in the decision making process and better services at local level. These legislative changes require continuous dialogue between different levels of government to ensure that all administrations understand and support the process of strengthening local democracy and local self-government bodies.

The ambitious objective to introduce independent local budgets in 2018 requires a preparatory process of capacity building for inclusive rural planning. This planning process is necessary to ensure optimal utilization of scarce financial resources in line with citizens' needs and efficient provision of services in consultation with all interested parties and citizens. Rural Akims need to facilitate inclusive processes and involve all interested stakeholders and citizens in the decision making process. Citizens need to participate in public discussions, to overcome their individual differences and to present the general public demands and/or the necessities of different vulnerable groups.

The elaboration of an integrated plan for development with broad participation of all interested parties is a prerequisite for successful local development and targeted and efficient use of local resources. The integrated development plan outlines the current status of development of the respective territory specifying the strengths and weaknesses, the opportunities and threats. Based on a situational analysis the plan sets the strategic direction for development of the territory for a period of 5 years (vision, strategic objectives, priority areas and result indicators). The strategic part of the plan is followed by an action plan, which consists of all activities and projects that need to be implemented in order to fulfill the strategic objectives and the vision for development.

Building partnerships during the planning process and stimulating partnership approach during the implementation process will allow the utilization of all available natural, financial and human resources and shared ownership of the local development process.

This Toolkit presents the main steps and methods for implementing an inclusive rural planning that leads to an agreed rural plan that will guide actions over a determined time period. It fully respects the provisions of the Ministry of National Economy Methodological and its recommendations for development of Integrated Development Plan (IDP) for pivotal villages and rayon centers (2014).

It integrates the EU experience of its LEADER approach for development of rural areas. The acronym LEADER comes from the French for "links between economic activities in rural areas". In the EU, partnerships were seen as catalysts which would exploit all the possible local multipliers between sectors such as agriculture, food, crafts, rural tourism, local services and the environment. The LEADER approach comprises seven elements: local public/private partnership; area based local development strategies; bottom up elaboration and implementation of strategies; integrated and multi-sectoral actions; innovation, networking and cooperation.

This Toolkit aims to assist rural Akims, representatives of Economy and Budget Planning Departments at oblast and rayon level, representatives of institutions and individuals that take part in the planning process at rural level.



The Toolkit provides practical information that will enable the reader to:

- understand the importance of the inclusive planning;
- create the appropriate planning structures;
- conduct stakeholders' analyses and define approaches to involve them in the planning process;
- conduct situational analyses and SWOT;
- formulate a vision for development;
- define strategic objectives, corresponding priority areas and indicators;
- develop an action plan (project ideas, partnerships, development processes);
- identify possible financial resources;
- build partnerships for implementation.

The Toolkit is organized in five different parts corresponding to the consequent stages of the inclusive planning process. The stages should be followed one after the other since each stage is a prerequisite for the following. The output of each stage is a starting point (or an input) for the next stage. Concrete steps are identified within each of the fifth stages. Each step is explained in details and helps the participants in the planning process to understand the output of different phases of the process of planning.

Dr. Colm McClements,

Team Leader, Kazakhstan Regional Development project

Ms. Ginka Kapitanova,

Key Expert on Organizational Development

Nurshat Yertayeva,

Junior Expert on Local Self Government and Citizen Participation



Stage 1: Getting Started – Initial Organisational Steps	Step 1.1	Understanding the inclusive rural planning
	Step 1.2	Identification and Analysis of Stakeholders
	Step 1.3	Defining the Core Actors
	Step 1.4	Planning the Process

To guarantee a successful planning process a lot of preparatory work should be done before starting the planning process itself. The concept of inclusive rural planning is still new for Kazakhstan since the planning process at rural level till now is predominantly “top down” with limited contribution from rural Akims about the needs of the respective territory and a list of possible project ideas.

To conduct an inclusive planning process the Akim and his team should understand the benefits of involving all interested parties and citizens. In order to know who to involve in the planning process, identification and analysis of the stakeholders is needed especially those with high importance and with high influence for the local development. Once the main stakeholders are identified, they need to be invited to take part in the planning process and to become the core actors of local development.

To be manageable the planning process should be well structured. The establishment of a **Planning committee** is the first step as well as the **three thematic working groups** to work on the three main components of the integrated development plan (Economy and Agriculture, Social Infrastructure and Social Services and Engineering Infrastructure and Maintenance). The Planning committee ensures the synergy between the thematic groups and makes sure that the objectives and the action plan are consistent and interrelated. Each step of stage 1 is explained into details below.

Step 1.1: Understanding the inclusive rural planning

Before starting it is essential to have a basic understanding of what inclusive rural planning is. **Inclusive rural planning is a process for elaboration of an integrated development plan at aul/okrug level led by the Akim and his team with the participation of all interested stakeholders and representatives of citizens’ groups.** The integrated development plan is consistent with the planning processes at rayonal, oblast and national level and is based on the local development opportunities and the interventions planned at upper levels of planning (rayon and oblast). It is focused on the competitive advantages of the aul/okrug and the needs of different professional and social groups. The integrated development plan needs to be consulted with the local community and to be promoted broadly to all interested parties, which could contribute to its implementation.

The purpose of inclusive rural planning is to involve in the planning process all interested institutions and main actors contributing to the development of the respective sector as well as representatives of the service users and/or groups benefiting from the development of the respective sector. The integrated development plan sets the direction of territorial development and allows for mobilizing all existing natural, human and financial resources for achievement of common vision and strategic objectives. It takes into consideration not only the development of different sectors, but formulates the inter-sector links and integrated approach to development.

The process of inclusive rural planning is based on the existing Methodological recommendations for development of Integrated Development Plan (IDP) for pivotal villages and rayon centers (Ministry of National Economy, 2014) and the EU experience of LEADER approach for development of rural areas.



The structure of the Integrated Development Plan (IDP) for pivotal villages and rayon centers based on the MNE Methodological recommendations (2014)	The minimum specified content of a LEADER Local Development Strategy
<ul style="list-style-type: none"> • Introduction • Analyses of the situation of current development • Actions for the development of the pivotal village: <ul style="list-style-type: none"> ➤ Economic development (including agriculture); ➤ Development of social and engineering infrastructure; ➤ Development of transport accessibility to markets and supply; ➤ Establishment and development of centers for provision of state services and commercial services. 	<ol style="list-style-type: none"> 1. A definition of the area and population covered by the strategy. 2. An analysis of the development needs and potential of the area including an analysis of strengths, weaknesses, opportunities and threats. 3. A description of the strategy and its objectives, a description of the integrated and innovative character of the strategy and a hierarchy of objectives, including clear and measurable targets for outputs or results. 4. A description of the process of community involvement in the development of the strategy. 5. An action plan demonstrating how objectives are translated into actions. 6. A description of the management and monitoring arrangements of the strategy demonstrating the capacity of the Local Action Group to implement the strategy and a description of the specific arrangements for evaluation.

The process of inclusive rural planning is visualised as a circle of stages, each of which give answers to the following questions: “Where we are now?”, “What do we want to achieve?”, “How will we achieve it?” and “How will we know?” Each of these stages are described into details in a logical sequence.



There are different planning approaches and they vary according to the role of the facilitators/experts and the interested parties:

- **FOR** concerned parties – respect their interest, but interested groups do not participate directly;
- **WITH** concerned parties – participate together in the planning process;
- **BY** concerned parties – the experts only stimulate the process, but the planning is done by the concerned parties.

The current tendency is to include as much as possible the concerned parties for the following reasons:



- Legitimacy and support, decrease the risk to disregard the planning process;
- All interested parties could contribute to the implementation (private sector and Civil Society Organizations), not only the Akim and his staff and upper levels of government (public sector);
- Feeling of ownership and commitment on behalf of all stakeholders and using the potential of all interested parties.

Usually the inclusive planning process is facilitated by an external facilitator/consultant to maintain neutrality and to allow equal participation of all stakeholders no matter of their position and interest. There is no problem if the facilitator is from the respective aul/okrug. In most cases the rural Akim will play the role of a facilitator, since he/she is considered as the leader of local development. The only requirement is to possess some facilitation skills and to allow all participants of the thematic working groups to take part in the discussion. The facilitator needs to be aware of the stages of elaboration of the integrated development plan. In case of external facilitator/consultant this/her role involves the following:

What he/she could do?	What he/she couldn't do?
<ul style="list-style-type: none"> • collect and analyze information; • direct the process; • design the final product (the integrated plan) according to the requirements; • give external, objective and unencumbered by prejudices glance; • articulate facts which local people don't want or couldn't say. 	<ul style="list-style-type: none"> • know in details the local situation/environment; • generate his/her own priorities and goals; • organize the coordination and the consultation of the process; • implement the plan.

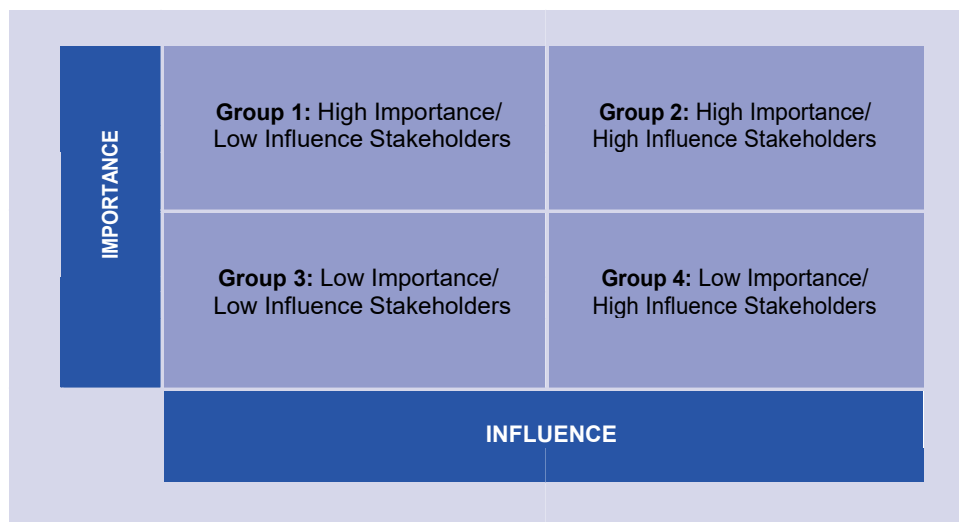
Step 1.2: Identification and Analysis of Stakeholders

In order to decide which will be the core actors taking part in the planning process the main stakeholders should be identified and analyzed. **The stakeholders are the people who will benefit from the development activity or whose interests may be affected by that activity.** The stakeholder analysis helps identify:

- Potential risks, conflicts and constraints that could affect the plan, projects or activities being planned;
- Opportunities and partnerships that could be explored and developed;
- Vulnerable or marginalized groups that are normally left out of planning processes.

The identification and the analysis of stakeholders should be done by the rural Akim and his/her team. Once identified each stakeholder needs to be analyzed in terms of their importance and their influence for the local development. They can be divided into four main groups as listed below.

Stakeholder importance and influence matrix:





✓ **Examples of different stakeholders:**

1. ***Private Sector Stakeholders:***

- Companies and businesses
- Businesses Associations
- Professional Bodies
- Individual Business Leader
- Financial Institutions

2. ***Public Sector Stakeholders:***

- Representatives of central government
- Departments and Civil Servants of oblas/rayon Akimat
- Elected Representatives - oblas/rayon Maslihats
- Political Parties (local representatives)
- Local Governments (rural Akim and his team)
- Police
- Educational institutions
- Healthcare and social welfare institutions
- Cultural and sport institutions
- Representatives of state utilities companies

3. ***Civil Society Stakeholders:***

- Media
- Religious leaders
- Trade Unions
- Local/National NGOs active in the area
- International NGOs active in the area
- Social Movements and Advocacy Groups active in the area
- Vulnerable groups (youth, women, disabled, etc)

Determining the core actors will depend on the results of the stakeholder analysis. It is more likely to choose between those who are in group 2 (High importance/High influence), group 1 (High importance/Low influence and group 4 (Low importance/High influence). For example a representative of the rayon Economy and Budget Planning Department is definitely in group 2, since his/her contribution to the planning process is very important and his/her influence to the implementation of the plan is essential. A natural community leader may have less importance to the overall planning process, but he/she may have a big influence to form the public opinion about the process, which under some circumstances (negatively perceived) could jeopardise the whole planning process.

The output of this step is a list with stakeholders, divided into four groups according to their importance and influence to the inclusive planning process and the implementation of the integrated development plan.

Step 1.3: Defining the Core Actors

After the process of identification of the most important stakeholders and the analyses of their importance and influence the core actors of the inclusive planning process need to be identified as well as their role. It is obvious that there is no need for all stakeholders to be core actors in the planning process. The most important stakeholders will be part of the process, while the rest could be kept informed about the process without their direct involvement. To find an approach to involve each of the interested parties (group, organization, and institution) is also very important.



The responsibility to define the core actors stays with the Akim and his/her team. It is advisable an individual meeting to be organized with each of the important stakeholders, who will be part of the core group for planning, so the inclusive planning process and the final product – the integrated development plan is explained and understood. It is important to get their personal commitment to participate in the whole process of planning (three meetings of the thematic working groups).

Below is given an example of the core actors of an average aul/okrug in Kazakhstan and their role in the planning process. The list of the core actors depends on the specifics of the respective aul/okrug and could differ from the provided as an example list.

- **The Akim and his team** – organize the process, provide information, participate in the stakeholder analyses, decide on the composition of the Planning Committee, select the participants in the thematic working groups, participate in all phases of the planning and implementation process, promote the plan and attract supporters and investors;
- **Rayon representatives** – participate in the Planning Committee and the thematic working groups, provide information, inform about already planned interventions in the rayon TDP for the area, inform about relevant state programs and possible sources of funding, share experience from other auls/okrugs within the rayon;
- **State utility companies** – participate in the thematic working groups, provide information about the situation in the respective aul/okrug, inform about already planned investments, participate in the implementation;
- **Local private stakeholders**(entrepreneurs and farmers) - participate in the thematic working groups, provide information about the situation in the respective aul/okrug, generate ideas in terms of business development, decide what is best to be done, participate in the implementation process;
- **Local NGOs, citizens' councils and groups** – participate in the thematic working groups, provide information about the situation of specific social groups, generate ideas, participate in the implementation of the plan;
- **Individual citizens** - participate in the thematic working groups, provide information about the situation in their neighborhood, generate ideas, participate in the implementation of the plan;
- **Meeting of Local Community** - participate in the thematic working groups and the Planning Committee, provide information about the situation in the respective aul/okrug, generate ideas, decide what is best to be done, consult the draft integrated plan, promote the plan to local community, participate in its implementation and monitoring. If needed, initiate the adjustment of the plan.

Different actors can have different level of participation depending on their importance, influence, capacity and motivation to participate in the process. There are several levels of participation:

- **Information sharing** – what is going to happen and what will be the final result;
- **Consultation** – Different ideas/options are offered and checked what would be the reaction of different groups;
- **Joint decision** – encourage the others to offer additional ideas and options and jointly with them decide what is the best option;
- **Joint action** – not only the interested parties decide which idea/option is the best, but establish a partnership for its implementation;
- **Support for independent community initiatives** - support the others to do what they want in line with the plan (advice, assistance, financial resources).

There is no “better” or “worse” levels of participation, but only “appropriate” level of participation – the choice is based on the concrete circumstances, the decision that need to be taken and the characteristics of the interested parties. The key for success is to define the most appropriate level of participation of all interested parties.

The output of this step is a list with the core actors, who will be part of the planning process and their personal commitment to allocate time and efforts to participate and contribute to the integrated development plan.

Step 1.4: Planning the Process

Before starting the inclusive planning process the rural Akim and his/her team must plan the planning process itself and establish the structures that will participate in the planning, implementation, monitoring and evaluation of the in-



tegrated development plan. As a start the following questions should be answered by the rural Akim and his/her team and shared understanding need to be ensured:

- What is the scope and focus of our work?
- Which are the other development plans we will reflect?
- Who will be involved?
- What sources could/will be used?
- What resources will be needed?
- What will be the style of our work?
- What are the deadlines?
- What information will we need?
- Why the information will be needed?
- Where the information will be taken from?

To ensure the proper implementation of the inclusive rural planning the following structures need to be established by the rural Akim and his/her team with a specific role:

- **Planning Committee**– plan the process of development, implementation, monitoring, evaluation and update of the Integrated Development Plan
- **Thematic Working Groups** – participate in all phases of the planning process

The **Planning Committee** is the most important structure, which will function on a permanent basis during the whole duration of the plan (5 years) and will ensure cross sector coordination as well as coordination with the other levels of government. This committee should approve the results of each working groups meetings during the process of planning. The members need to ensure the integrated approach for development and stimulate synergy between the sector intervention logic and actions. They will organize the monitoring and the evaluation of the implementation of the plan and will take the necessary steps if any challenges with the implementation of the plan occur or there is a need for changes/updates in the plan.

It is recommended the Planning Committee consists of **seven (7) members**:

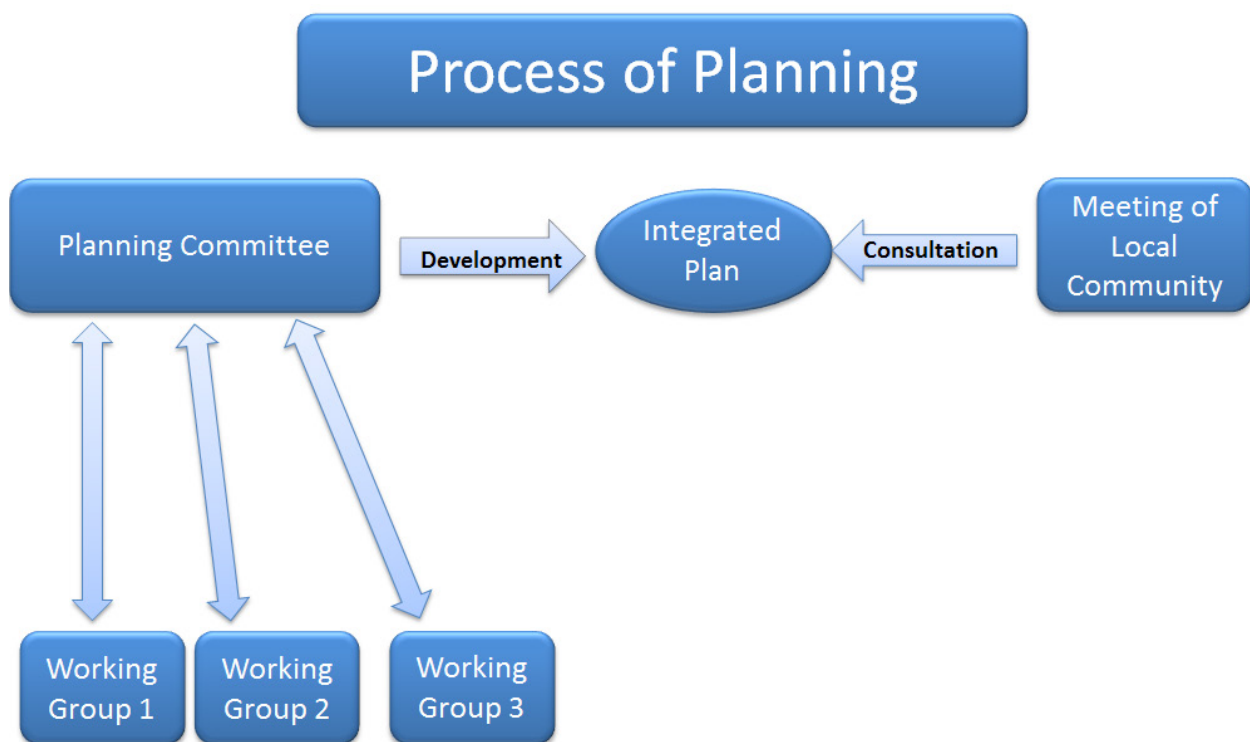
- Akim of the aul/okrug
- Deputy Akim/Senior Expert
- Representative of the rayon Akimat
- Representative of the Meeting of Local Community
- One representative per Thematic Working Group (3 in total)

The Thematic Working Groups are established to focus on the development of a specific sector, but need to pay attention to interventions that contribute to synergy between sectors. For example the development of the engineering infrastructure will create better conditions for development of economy, while a strong economy will result in increased local incomes, which will create opportunities for increased and/or improved social services. It is recommended to establish three thematic working groups:

- Economy and Agriculture Working Group
- Social Infrastructure and Social Services Working Group
- Engineering Infrastructure and Maintenance, Transport, Communication, Ecology and State Services Working Group.

The structure of the Thematic Working Groups depends on the stakeholder identification and analysis. The recommended number of participants is 10 to 12, so to be manageable and efficient. While selecting the individual members of each group the rural Akim and his/her team make sure that the members represent a specific group which either can contribute to the development of the respective sector or is benefiting from the development of the respective sectors (providers and users). Don't forget to invite representatives of vulnerable groups as members as well. Encourage the individual members to represent not only their own opinion, but to collect in advance the opinion of the group they are presenting.

The working groups need to have at least three meetings/sessions during the planning process. If well prepared these meetings should be no longer than two and a half - three (2,5 - 3) hours. They have to be conducted in a timeframe suitable for the committee members and have to start with the agreement of the results achieved during the previous meeting. The decisions are taken with consensus. In case of existence of two opposite opinions it is better to define both ideas with pluses and minuses and to discuss them again during the next meeting trying to collect additional evidence and arguments between the meetings. Annex 2 is giving you the idea about the topic of discussion of each session of the thematic working groups.



✓ **Example of the structure of Economy and Agriculture Working Group:**

- Akim of the okrug
- Respective expert within the Akimat of the okrug
- Representative of the Economy and Budget Planning Department of the respective rayon
- 2-3 active farmers
- 1-2 individuals interested to start a family farm
- 3-4 representatives of local companies/local business
- 1-2 individuals interested to start their own business
- Representative of a women and/or youth organization
- Representative of the Meeting of local community



Stage 2: Identifying Where We Are - Situation Analysis and SWOT Analysis	Step 2.1	Data collection and Analyses
	Step 2.2	SWOT Analysis

Conducting the situational analysis and SWOT analysis is the starting point of the actual planning process. The rural Akim and his team have a leading role in this process using all the available information regarding the socio-economic development of the aul/okrug. This information is expanded and enriched during the first meetings of the thematic working groups, when all members of the working groups contribute with concrete information. A facilitated discussion of the working groups results in collecting additional information about the current situation as well as the strengths and the weaknesses, the opportunities and threads of the respective sector (Economy and Agriculture, Social Infrastructure and Social Services and Engineering Infrastructure and Maintenance). It is easier if the strengths and weaknesses are defined for each of the subsectors. For example the discussion on the Engineering Infrastructure could be divided into the following subsectors: water supply and sewage, electricity, gas and heating, street lights, roads and sidewalks, parks and recreation areas, communication, transport and connectivity to the regional and the rayon center and neighbouring aul/okrugs, waste collection, ecology, etc.). This will allow more focused discussion and the SWOT analysis will be more structured.

It is advisable during the discussion one of the Akimat staff members to take notes on a flipchart, so not to miss any of the valuable information and also to keep the discussion under control – not to repeat already mentioned and noted on the flipchart information. The output of the preliminary collection of information process and the discussion of the working groups would be a clear picture of “Where we are now?” and identified strengths and the weaknesses, the opportunities and threads.



Step 2.1: Collecting data and analysing evidence and experience

As already mentioned the leading role in the process of data collection has the Akim and his/her team.

The situation analysis will give you a good understanding of the current situation and the factors for development. It needs to answer the following questions:

- Where you are?
- What is the potential and possibilities for development?
- What is the trend of development?
- What are the problems and why (reasons)?
- What resources of development can you use?



The practice shows that most often the focus of the analysis is on:

- Location of the respective aul/okrug
- People (human resources) and quality of life, labour market
- Natural environment and ecology
- Cultural heritage to be used for development
- Economy - level of development, structure, trends
- Technical infrastructure and maintenance
- Social infrastructure and services
- Transport and connectivity
- Actors of development and resources for development
- Others, depending of the specifics of the territory

There are different methods and sources of data collection. No single method or source can provide all the necessary information, so it is needed to combine different methods for collection of all needed information. Each method and source has advantages and disadvantages and the evaluation criteria to be used to judge if appropriate are the following:

- fullness
- representativeness
- reliability
- timeliness (speed of receipt)
- necessary expenditures (money, labor, time)
- specific skills required

There are different options for data collection:

- Observation
- Study of statistical sources
- Study of departmental documents
- Study of planning documents and projects
- Content analysis
- Surveys
- Interviews
- Group discussions (focus groups)
- Public meetings

Two types of data could be characterised:

- **“Hard” data**, which usually are facts, often quantified (numbers) and are subject to statistical processing. The main sources are official statistics, departmental documents, questionnaires, interviews, etc.
- **“Soft” data**, which usually are opinions, intentions, estimates, projections, expectations, but must be representative to all stakeholders. The main sources are interviews, focus groups, brainstorming, questionnaires, et)

Usually the process of data collection starts with desk research (available data) and field research (collecting new, non-existent to date information). The benefit of the desk research is using existing information, while the challenge is that the information is second-hand, not just directed to “our” demands. The benefit of the field research is that the data is “customised” and corresponds exactly to our needs, it might be costly, labour intensive and time consuming.



The recommendation is first to use all available data and then make a field research for the missing information.

Data collection process – experience from pilot auls/okrugs

- Existing passport of the respective auls/okrugs
- Publications about the aul/okrug or/and the respective rayon
- Existing previous plans of the aul/okrug
- Existing rayon and oblast Territorial Development Plans
- Annual report of the Akim of the aul/okrug
- Available data from the aul/okrug Akimat
- Available data from the rayon Akimat
- Available data from the oblast Akimat
- Data from the archive
- Interviews with the Akim and his staff
- Feedback from citizens
- Focus group discussion – thematic working groups and other specific groups
- Individual opinions/experiences of the members of the working groups

More information on data collection can be found in Annex 1: Methods of data Collection

It is very important that the data should be given in context. For example, it is not helpful to state that 60% of the territory's workforce is involved in agriculture. What is helpful is to see how that figure compares with other (similar) territories. Therefore, the emphasis should be on showing:

- Trends over time (i.e. the last 3-5 years)
- Comparisons with other territories of a similar kind in the same wider context (auls/okrugs in the same rayon or similar auls/okrugs)

Gathering information is essential, but analysing it appropriately is even more so. On this depends the emergence of key conclusions related to the current situation of the territory, the interaction between different drivers or factors, an appreciation of its position relative to similar territories and an identification of key strengths, weaknesses, opportunities and threats. Note that before a SWOT analysis can be undertaken, it is essential to deduce the key conclusions from the various data and information.



Step 2.2: SWOT Analysis

The SWOT analysis is done during the first session of the thematic working groups – each group in their respective area.

The SWOT analysis (alternatively SWOT matrix) is initialism for **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. It is a useful technique for understanding the Strengths and Weaknesses for the development of the territory and for identifying both the Opportunities open to the area and the Threats it faces.



Strengths – Internal Factors	Opportunities – External Factors
<ul style="list-style-type: none"> • Positive things in a given situation, area or activity that work well; • Resource or capacity that the organization (aul/okrug/Akimat) can leverage to achieve its objectives; • Resource, skill or other advantage which holds the organization in comparison with other auls/okrugs or with the national average; • Distinctive quality which creates a competitive advantage for the organization; • Utilized resources of the aul/okrug. 	<ul style="list-style-type: none"> • Opportunities that build on strengths and address weaknesses; • Each favorable situation in the environment of the organization (Akimat); • Situations in which external benefits are absolutely clear and there is likely to be realized if you take certain actions; • Most favorable elements of the external environment; • Resources of the environment that are not fully used.
Weaknesses – Internal Factors	Threats – External Factors
<ul style="list-style-type: none"> • Things that do not work well or that can be done better; • Limitation or failure of the organization, which prevents the achievement of its objectives; • Restrictions or lack of resources, skills and abilities that seriously hinder the development of the aul/okrug; • Characteristic of underdevelopment of the aul/okrug compared to other auls/okrugs or national average. 	<ul style="list-style-type: none"> • Restrictions that reduce opportunities for growth or change; • Any unfavorable situation in the environment of the organization, which potentially jeopardizes its plan for development; • Situations that lead to potentially harmful for organizing external events and results, unless appropriate action is taken; the organization must actively oppose them, to prevent problems; • The worst elements of the external environment; • Facts/ processes which the organization cannot influence.



How to use the SWOT analysis?

The SWOT analysis is not an end in itself. It should be used to formulate the strategic part of the plan by defining an intervention logic that ensures: (1) full utilization of the strengths; (2) elimination of weaknesses; (3) seizing of opportunities and (4) mitigation of threats.

The initial situational analysis is done after a desk research of the available information for the respective aul/okrug. Additional data is collected and the SWOT analysis is done during the first meetings of the three thematic groups. Some field research could be done in advance through focus groups, interviews, questionnaires with the main aim to get as much as possible information from different professional, social and vulnerable groups. Each thematic group elaborates the SWOT for the respective sector (more detailed one). Based on the three thematic SWOT analyses, one general SWOT analysis is defined based on which the intervention logic will be elaborated during the next stage of inclusive rural planning. While the meetings of the three thematic working groups are facilitated the following basic rules need to be respected:

- All participants are equal, no matter which administration or institution they represent;
- All participants should be encouraged to participate;
- During the discussion a consensus of the group is the goal;
- In case of different opinions limit them to two and specify the supporters of the respective opinion. Discuss it later during the finalization of the plan;
- Respect your role as a facilitator and as an external expert – inform the group when you act as an expert;
- Use brainstorming, paraphrasing, summarizing technics and skills.

The output of this step is sectoral SWOT analysis and an overall SWOT analysis as a combination of the most important characteristics of sectoral SWOTs.



Stage 3: Identifying Where We Want To Go – Vision, Strategic Objectives and Priority Areas	Step 3.1	From SWOT to Vision
	Step 3.2	Strategic Objectives and Corresponding Priority Areas

Once you have done the situational analysis and the SWOT (answering the question “Where we are now?” the next step is to start designing the strategic part of the plan – the vision, the strategic objectives and the priority areas. All these will give the answer to the question “What do we want to achieve?”

The formulation of the vision for development for the next 5 years is the desired situation, which you would like to achieve in 5 years period. It is a realistic dream of the situation you would like to have. The strategic objectives are the situation you would like to achieve in each sector. Since the sectors (Economy and Agriculture, Social Infrastructure and Social Services, Engineering Infrastructure and Maintenance) are too broad it is useful to define priority areas for each strategic objective. Each priority area has its own operational objective to set the desired situation you would like to achieve.

The definition of the strategic objectives and the priority areas and operational objectives is based on the situational analysis and the SWOT. Most probably it would be quite difficult for the thematic working groups to formulate them during the second session, so it is better the Akim and his/her team to think in advance and to formulate draft strategic objectives and priority areas.

During the second session of the thematic working groups the draft strategic objectives and priority areas will be discussed with all participants and would be finalized.



Step 3.1 From SWOT to Vision

VISION Statement

Your vision is your dream. It’s what you believe are the ideal conditions for your community; that is, how things would look if the issues important to you were completely, perfectly addressed and all development opportunities fully utilised. There are certain characteristics that most vision statements have in common. In general, vision statements should be:

- Understood and shared by members of the community
- Broad enough to include a diverse variety of local perspectives
- Inspiring and uplifting to everyone involved in your planning effort

The vision statement is a logical and inspiring summary of the contribution of everyone involved in the planning process. The formulation of the draft vision is done during the first session of the thematic working groups and the final version will be agreed during the second session of the thematic working groups.



The facilitator of the sessions can use at least two methods to get the input of the participants in the planning process as well as the input of community representatives, who are not directly involved in the planning process:

- Brainstorming sessions with the members of the thematic working groups;
- Individual contributions put on a card and later summarized;
- The Vision statement should be approved by the members of the thematic working groups and the Planning Committee.

The facilitator may ask the following questions while facilitating the process of development of the vision statement:

- What is your dream for our community?
- What would you like to see changed?
- What kind of community do you want to create?
- What do you see as the community's major issues or problems?
- What do you see as the community's major strengths and assets?
- What do you think should be the purpose of this planning effort?
- Why should these issues be addressed? Who will benefit?
- What would success look like?



Example of a vision statement of a pilot okrug

“Village like a city”

“I am proud of my village. Everything is perfect. It is comfortable to live with clean air and beautiful flowers. Citizens are rich. I believe that in five years life here will be even better - small entrepreneurship will be developed and this place will be like a heaven. People will be healthy and the new sport complex will provide for world champions”

XXX okgugas well developed and modern agriculture with agro-complex and household farms joining efforts for supplies and access to markets. Livestock and meat processing doubled as a result of locally produced feed. The diversification of rice production is giving rise to new fruit gardens and vineyards. Young people are well educated and motivated to start their own business enabled by the favorable business conditions and access to financial resources. All services (car washing and maintenance, bakery, pharmacy, etc.) are provided locally by small businesses. There is no unemployment and no families living below poverty line, while salaries are much higher compared to other okrugs.

XXX okgugas modern education facilities at the school and the kindergarten and language labs for learning three different languages. The initiative “speak ENG” involves all children. The medical clinic has been renovated and well equipped, including modern ambulances. The citizens take care of their health and the annual birth rate and life expectancy has increased in recent years, while the number of disabled people is decreased. The cultural center is an excellent example of public-private partnership and keeps the traditions alive. It hosts numerous drama, singing and dance groups and poetry and art clubs. The “skillful grandmothers” products are sold to tourists visiting XXX and XXX oblast. The sport facility is fully utilized and helped develop highly competitive athletes.

XXX okgugenjays paved and well maintained streets, comfortable sidewalks and attractive green areas. It is 100% supplied with gas, electricity, water and central heating for public buildings. All infrastructures is accessible for disabled people. The electricity system is renewed and well maintained. The available transport to the city and rayon center is comfortable for all. Waste collection and management is efficiently organized and in line with ecological requirements. The 2009 Urban development Master Plan is implemented and provided opportunities for new business and housing developments. The provision of state services is well organized and timely. Usage of alternative energy sources will be explored.

The okrugAkimat coordinates all development activity with the Public council/Meeting of local community and receives feedback and ideas from various citizens’ councils and groups. Everyone feels part of the community and contributes to its development.

XXX okrugis an inspiring example for other okrugs.

Step 3.2 Strategic Objectives and Corresponding Priority Areas

Strategic objectives are future-oriented and should refer to a desired future state, even if that desired state is merely the maintenance of present circumstances. Objectives are ends, not means. They specify what we want to happen. If they focus at all on how something should be made happen, this should be of very much secondary importance. It is preferable to have few rather than many objectives. In case of many objectives consideration should be given to prioritising them. If we don’t prioritise them we are, by default, giving them all equal priority.

Strategic objectives need to be:

- Stated clearly and explained in sufficient detail, in order to be understandable to all stakeholders and the broader public;
- Developed as an overall hierarchical system, not as a loose set of separate objectives. The system of objectives must be logical and consistent. This means achievement of a logic interrelation and coherence, between objectives and problems. A system of objectives should also be internally consistent;
- “Mobilising”, but realistic – achievable with the existing resources and within the planned timeframe, but still challenging. Both super-ambitious objectives and the easily achievable ones harbour the risk of demotivating the participants for the implementation;



- Unique (authentic), taking into account the specific conditions. There are no universal objectives of local development that can be applied to any situation, any aul or okrug. Borrowing objectives and plans from other okrugs leads to a loss of individuality of the territorial community and its problems and creates the risk of inadequate objectives.
- Objectives should be shared, accepted by everyone included in the planning process and, on wider scale – by all stakeholders. They have to be in harmony with the interests of the different groups and should not cause serious conflicts in society.

Special emphasis should be laid on the last requirement – if the objectives are not shared and acceptable, the integrated development plan cannot play its role to guide the actions not only of local authorities, but also of the other development actors. Achieving such consent is not easy and that is precisely why the participation of the key stakeholders in the formulation of the plan is so important.

It is recommended to have one strategic objective per theme:

- Economy and Agriculture;
- Social Infrastructure and Social Services;
- Engineering Infrastructure and Maintenance, Transport, Communication, Ecology and State Services.

The SMART formula is popular in planning practice. A SMART objective should meet the following criteria:

- **Specific:** they are precise, focused and do not create any ambiguity or misunderstanding;
- **Measurable:** we will know if the objective is being achieved: ideally if it is not being achieved we should be able to recognise “how not” and “why not”;
- **Achievable:** they are practical and realistic and should not be hopelessly ambitious. They are agreed objectives, which mean they are not handed down from above, but are developed via collaborative or inclusive planning process.
- **Relevant:** objectives should be relevant to the area and the community. It means they should reflect the Vision; relate to the area of business/ activity; fall within the competence of the rural Akimat and groups involved in the planning.
- **Time bound:** it means setting a time-based target for the achievement of the objective.

A useful template for writing a SMART objective is: Area of change; Direction of change; Target; Degree of change; Time frame.

Example:

- Area of change – small business development
- Direction of change – to strengthen
- Target – new small businesses
- Degree of change – at least two newly established
- Time frame – every year

The objective would be: “To strengthen small business development by establishing at least two new small businesses every year during the implementation of the plan”.

Should there be more than three objectives, they will need to be prioritized since resources are limited. It is appropriate to focus on objectives which could be reached as soon as possible and most efficiently (with the lowest cost) influencing the development. The following criteria could be used:

- importance of the objective, respectively the problem (it can be measured for example by the number of affected individuals);
- degree of urgency of the problem (problems with a high degree of urgency is not only a priority, but usually resolve them as a short-term objective);



- degree of feasibility - preferred are those objectives that are easier to implement and require less resources;
- connection with other objectives - priority is given to these objectives, which are a prerequisite for achieving the objectives set out already as important (priority).

Corresponding priority areas

Each strategic objective may have several priority areas. For example a strategic objective related to improvement of social infrastructure and services may have several priority areas related to:

- Education
- Healthcare
- Culture and sport
- Social services
- Disabled people
- Vulnerable groups (youth, women, senior people)

Each priority area has to have well formulated **operational objective**. The template for writing an operational objective for each priority area is the same as defining a strategic objective: Area of change; Direction of change; Target; Degree of change; Time frame.

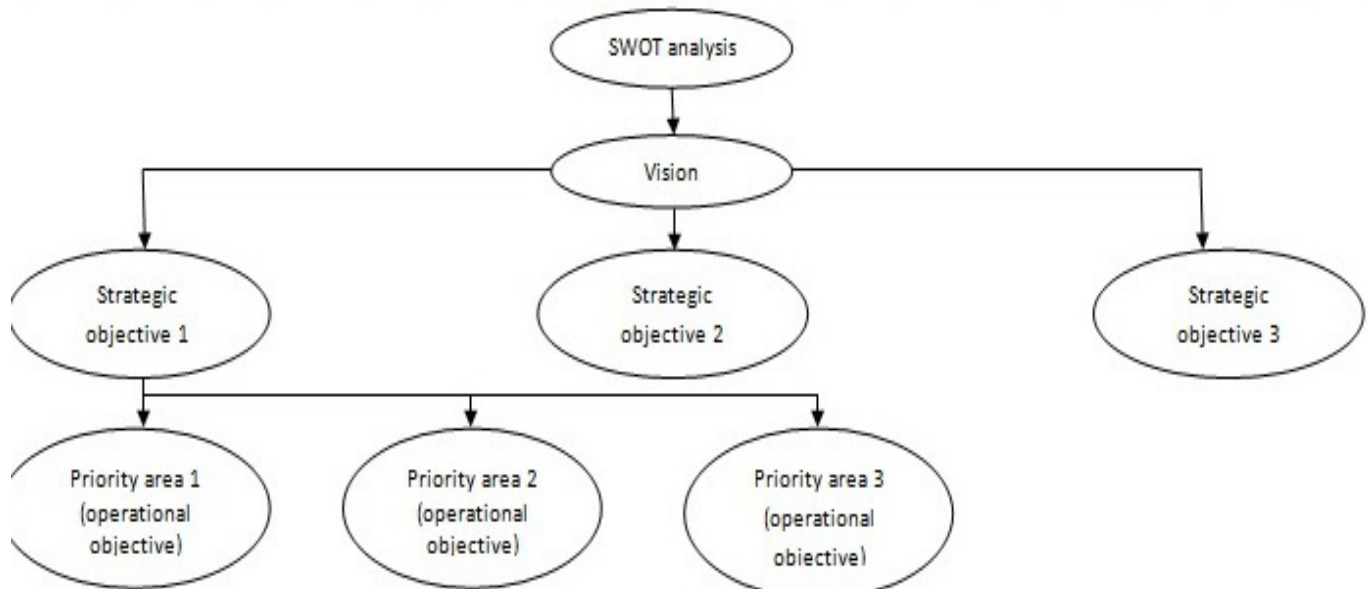
Example:

- Area of change – youth unemployment
- Direction of change – to reduce
- Target – trainees in a program
- Degree of change – 75% to gain employment
- Time frame – within six months of completing the program

The operational objective would be: “To reduce youth unemployment by having 75% of program trainees in full time employment within six months of program completion”.

INTERRELATION BETWEEN VISION, STRATEGIC OBJECTIVES AND OPERATIONAL OBJECTIVES

As visualised below the strategic part of the plan has its logical sequence: The SWOT analysis is the starting point for the formulation of the vision for development and the strategic objectives. Under each strategic objective the priority areas are formulated (the focus of the future development). Each priority area has its own operational objective. The strategic part of the plan is discussed and agreed during the second session of the thematic working groups and is approved by the Planning Committee.





Stage 4: Identifying How To Get There – Plan of Activities and Indicators	Step 4.1	From Objectives to Action Plan
	Step 4.2	SMART Indicators

Once you have formulated the strategic part of the plan, now it is time for discussions on “How will you achieve it?” The action plan is your answer to this question – the projects and the activities you need to implement, so you can achieve your vision and strategic objectives.

You start the discussion on possible projects and activities during the second session of the thematic working groups. It is useful to know if any projects or activities concerning your aul/okrug are already planned in the rayon territorial plan for development or the oblast plan for development of rural areas. You have to insert these projects or activities in your plan as well, so you have all the interventions to take place on your territory.

It is important to mention that you should think not only of infrastructure projects, but for equipment, professional development, establishment of networks or/and associations. So you have to plan as well the so called “soft measure”, which should supplement your infrastructure ideas. For example if you are planning to build new kindergarten you have to take into consideration not just the building, but all the equipment needed, all materials for entertaining the kids, any professional development courses for the teachers, establishment of parents association to support the Director in his/her decisions to improve the performance of the kindergarten, etc.

The action plan is the most important part of the integrated development plan because of that the discussions on it continue during the third session of the thematic working groups. The time between the second and the third session should be used by all participants to come up with new ideas for projects/activities after communication with the respective groups they are representing.



Step 4.1: From objectives to Action Plan

The basic prerequisite for the implementation of the strategy (vision and objectives) is a detailed Action Plan. In addition to the required information to be included in the plan (see below), you need clearly to define the organization of the plan execution and the process of monitoring, evaluation and update of the plan by the Planning Committee. You may identify as well the type of support to be provided to different interested groups (and the community as a whole) to work together to implement the plan.

The Action Plan is the basis for implementation of the Integrated Development Plan and its elaboration is the most important part of the planning process. The Action Plan is structured information that enables to plan, execute and monitor all actions and steps that need to be undertaken to achieve the objectives.



The Action Plan consists of:

- Actions;
- Period/timeframe (the period for implementation of activities);
- Costs (provisional);
- Existing/provided and sought/uninsured at the time funding, including by sources of funding;
- Responsibilities for implementation (including who is responsible and who is involved);
- Performance indicators (for results);
- Number of jobs opened (required by the existing methodology)
- Level of priority (optional).

The Action Plan preparation could be done in two phases/steps:

(1) Preliminary action plan focuses on key issues and is not detailed (What, When and Who). This step is done through a facilitated discussion with the thematic working groups (part of second and third sessions).

(2) The final Action Plan is detailed and considers any other matters as listed above. This step is done by the assigned team for writing the integrated development plan (rural Akim and his/her team).

The formulation of Actions is relatively easy, if previous stages of work are carried out properly and thoroughly. They are a logical result of the objectives and the priority areas.

The basic requirements for formulation of Actions are that they:

- not only reflect the objectives (which in turn reflect the vision), but actually lead to their achievement;
- don't have dramatic negative future consequences or side effects;
- can be managed;
- can be measured in terms of achievements.

Some of the activities are complex in nature and should be developed as projects (which contain a lot more detailed activities). A project is a set of activities that must achieve a certain result in a certain (limited) time frame and with specified resources. It is a separate operation, which helps to fulfil the objectives of the plan. It is needed to separate clearly the different phases of the project - from preparation to execution - especially for larger projects that seek sufficient funding. Have in mind that different project phases often are funded from different sources, the individual phases are often "remote" from one another in time and that the first phases are prerequisite for the next.



Step 4.2: SMART indicators

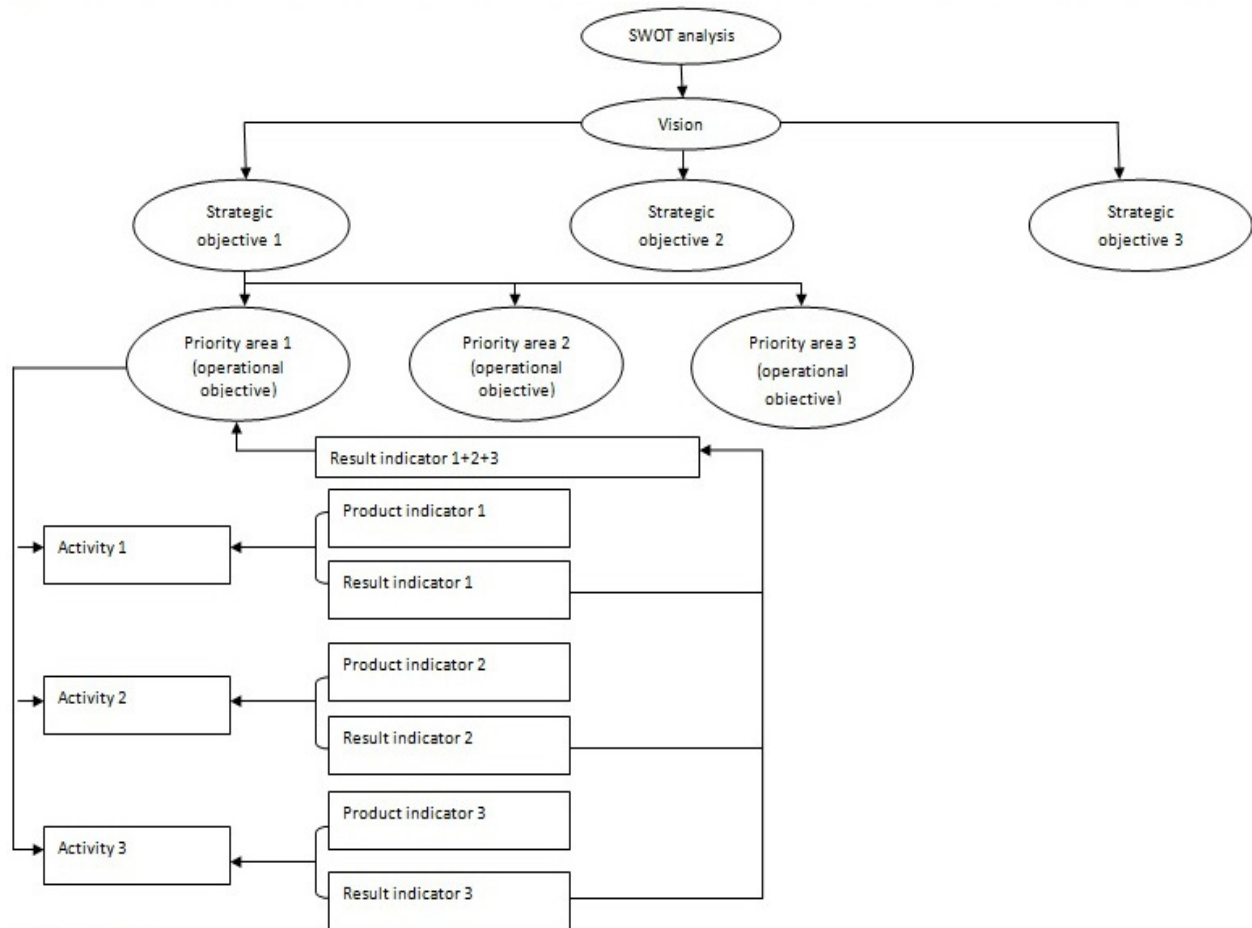
Each plan needs a periodical monitoring and evaluation, so you know to what extent the plans is implemented after a certain period of them. In order to monitor and evaluate your progress you need to have indicators setting targets for each of your project/activity. An indicator is a measure that is used to demonstrate change in a situation, or the progress in, or results of, an activity, project, or program.



There are different types of indicators for monitoring and evaluation and the following are most appropriate:

- **Product/ Output** - what is created directly by the action, project, group of activities
- **Result** - benefit to the target group as a result of the product delivery
- **Impact** - long-term consequence for the target group and long-term wider effect for the whole community
- **Process indicators** - deadlines for implementation of activities, level of implementation of activities
- **Financial indicators** - absorption of funds for the planned activities

For the integrated development plans at rural level it is recommended to focus mainly on product and result indicators, but may use process and financial indicators as well. The practice shows that it is enough to define one product indicator and one result indicator for each action within the Action plan. The result indicators defined for the actions within one priority area will be used for measurement of the achievement of the operational objective of the respective priority area. The most important requirement is to have the opportunity to collect reliable data needed for each indicator.



The indicators for monitoring and evaluation must be objectively verifiable (different people measuring the same indicators will get the same results). They must be defined in terms of quality (Q), quantity (Q), time (T), target group (T), place (P). This process is called operationalization. The measure the progress achieved baseline information for each indicator is needed.

Depending on the indicator it should be defined in terms of:

- Quantity (Q): How much?
- Quality (Q): How well? What?
- Target (T): For whom?
- Time (T): When/How long?
- Place (P): Where?

Example:

Inappropriate indicator : Training for municipal officials in project development

Appropriate indicator : Four days training module in project development for 15 local government representatives conducted in Sept 2015

The Planning Committee has the responsibility for monitoring of the integrated development plan. The plan could be monitored each 6 months or once per year depending on the amount of allocated resources and implemented activities. The monitoring report is discussed at the Meeting of local community and if needed a decision is taken for adjustment of the plan. The Meeting of local community can provide directions to the Planning Committee for the plan adjustment based on the monitoring results.

A detailed structure of the integrated development plan you may find in Annex 3.



Stage 5: Mobilising Resources and Capacities – Funding and Partnerships	Step 5.1	Possible Sources of Funding
	Step 5.2	Partnerships for Implementation

Elaborating an integrated development plan is a very important process, but it could remain just a nice document if resources and capacities for its implementation are not mobilised. Essential role in this process has the rural Akim and the Planning Committee. All possible sources of funding have to be explored and everyone, who could contribute to the implementation of the plan needs to be contacted and invited to be part of the implementation process.

The rural Akim needs to be very proactive searching for information of existing national programs, existing support programs for businesses, and funding opportunities within the rayon and oblast budget. While Social and Engineering Infrastructure are more of responsibilities of public institutions the development of Economy and Agriculture depends mainly on private initiatives. The role of the Akim/Akimat is to create favourable conditions for development and to provide any support needed from private businesses, which are in his/her prerogatives.

Networking and establishment of partnerships is very important as well and to some extent is a new approach to territorial development. Common practice is each individual, agricultural producer or processor to struggle with all the challenges he/she is facing individually. Formation of associations or value chains is still a rare practice. Joint access to markets or joint marketing of products or buying raw materials can provide higher benefits. Better organization of the human capital is essential for development of rural areas.

Step 5.1: Possible sources of funding

The integrated development plan does not generate new resources. It should identify, mobilize, attract and use more effectively and efficiently available resources. In order to use all possible sources of funding a multiplicity of funding sources is needed. In other the Integrated Development Plan to be implemented it is needed not only financial resources, but material, human, organizational and other resources. Dissemination of the information about the plan and communication with all institutions that may contribute to its implementation is essential.

The best scenario is the action plan to be resourced, but in practice not all activities have secured financing. It is enough to clarify:

- (1) for which activities there are certain or highly probable resources;
- (2) for which activities there is information on possible sources of funding and some security for the receipt of funds
- (3) for which activities there is not even clarity on possible funding sources.

The Integrated Development Plan could be a “platform” for funding research. The identification of funding can (and should) be included as part of the activities. Public private partnerships should be strongly encouraged and supported.

Possible sources of funding of the Integrated Development Plan are the following:

- Different state programs
- The oblast budget
- The rayon budget
- The own sources of the rural Akimat
- Private investments
- Grant/loan schemes
- International and donor support
- NGO resources
- Individual donations
- Fundraising campaigns
- In kind contributions



Step 5.2: Partnerships for implementation

Working in a partnership means not only information sharing and consultation, but joint decision making and joint actions to implement these decisions. The partnerships are formal and informal agreements between different interested parties for working together and for achieving a common goal.

➤ Partnership for implementation of the Integrated Development Plan

The implementation of the integrated development plan is a joint responsibility of the whole community. The leading role has the **Akim** of the aul/okrug, who is coordinating the joint efforts. He/she ensures the support of upper levels of government – rayon and oblast (administration and elected officials), respective ministries and other public institutions. He/she is supported by the members of the **Planning committee**.

All **service providers** and utilities companies need to be strongly involved in the process of implementation and contribute to achieving the targets.

Private companies and business entrepreneurs are strongly contributing to the economic development of the territory and the diversification and strengthening of the agriculture sector.

NGOs active on the territory of the oblast, rayon, aul/okrug could be of great help with information, expertise, specific services and funds.

Media representatives are useful to promote the existence of the integrated plan and the inclusive process of its development and to attract the interest of potential supporters/investors.

Community councils and groups, cultural groups and sport teams, veterans' and pensioners' clubs, young people and women groups need to be informed and involved in the implementation of the plan.

➤ Communication of the Integrated Development Plan

Once ready the integrated development plan should be communicated and discussed with all relevant potential partners, who can contribute to its implementation and/or provide financial support. The Akim of the aul/okrug needs to set up individual meetings and seek for support and involvement. The members of the Planning committee should use their networks to promote the plan and to seek for support and involvement.

Private sector representatives, private/cooperative investors, young unemployed people, high school and university graduates, people with entrepreneur skills are the appropriate audience for the **Agriculture and Business Development** part of the plan.



Service providers, public institutions, NGO, citizens groups, the respective departments of the oblast and rayon administration, Maslihats representatives, companies and individuals providing donations, fund raising groups are the appropriate audience for the **Social Infrastructure and Social Services** part of the plan.

Utilities companies, the respective departments of the oblast and rayon administration, Maslihats representatives, private investors interested in developed infrastructure, relevant public institutions are the appropriate audience for the **Engineering Infrastructure and Maintenance** part of the plan.



ANEEX 1: METHODS OF DATA COLLECTION

Method	Overall Purpose	Advantages	Challenges
questionnaires, surveys, checklists	when need to quickly and/or easily get lots of information from people in a non-threatening way	<ul style="list-style-type: none"> - can complete anonymously - inexpensive to administer - easy to compare and analyze - administer to many people - can get lots of data - many sample questionnaires already exist 	<ul style="list-style-type: none"> - might not get careful feedback - wording can bias client's responses - are impersonal - in surveys, may need sampling expert - doesn't get full story
interviews	when want to fully understand someone's impressions or experiences, or learn more about their answers to questionnaires	<ul style="list-style-type: none"> - get full range and depth of information - develops relationship with client - can be flexible with client 	<ul style="list-style-type: none"> - can take much time - can be hard to analyze and compare - can be costly - interviewer can bias client's responses
documentation review	when want impression of how program operates without interrupting the program; is from review of applications, finances, memos, minutes, etc.	<ul style="list-style-type: none"> - get comprehensive and historical information - doesn't interrupt program or client's routine in program - information already exists - few biases about information 	<ul style="list-style-type: none"> - often takes much time - info may be incomplete - need to be quite clear about what looking for - not flexible means to get data; data restricted to what already exists
observation	to gather accurate information about how a program actually operates, particularly about processes	<ul style="list-style-type: none"> - view operations of a program as they are actually occurring - can adapt to events as they occur 	<ul style="list-style-type: none"> - can be difficult to interpret seen behaviors - can be complex to categorize observations - can influence behaviors of program participants - can be expensive
focus groups	explore a topic in depth through group discussion, e.g., about reactions to an experience or suggestion, understanding common complaints, etc.; useful in evaluation and marketing	<ul style="list-style-type: none"> - quickly and reliably get common impressions - can be efficient way to get much range and depth of information in short time - can convey key information about programs 	<ul style="list-style-type: none"> - can be hard to analyze responses - need good facilitator for safety and closure - difficult to schedule 6-8 people together
case studies	to fully understand or depict client's experiences in a program, and conduct comprehensive examination through cross comparison of cases	<ul style="list-style-type: none"> - fully depicts client's experience in program input, process and results - powerful means to portray program to outsiders 	<ul style="list-style-type: none"> - usually quite time consuming to collect, organize and describe - represents depth of information



ANEEX 2: TOPIC FOR DISCUSSION AT EACH SESSION OF THE THEMATIC WORKING GROUPS

SESSION	TOPIC	OUTPUT
Session 1	<ul style="list-style-type: none"> Situational analysis and SWOT analysis per sector Vision per sector 	<ul style="list-style-type: none"> List with strengths, weaknesses, opportunities and threats per sector¹ Draft vision per sector
Session 2	<ul style="list-style-type: none"> Reaching agreement on the SWOT Reaching agreement on the overall vision (combination of the sector visions) Discussion on the draft strategic objectives and priority areas Initial ideas for projects and activities 	<ul style="list-style-type: none"> Final version of the SWOT analysis Final version of the overall vision Agreement on the strategic objectives and priority areas Preliminary list with ideas for projects and activities²
Session 3	<ul style="list-style-type: none"> Additional ideas for projects and activities Formulation for output and result indicator for each of the project and activity 	<ul style="list-style-type: none"> Final version of the list with projects and activities Formulated output and result indicators



ANNEX 3: STRUCTURE OF THE INTEGRATED DEVELOPMENT PLAN

Different parts of the plan	Number of pages
1. General information about the okrug/aul (time of establishment, covered territory, location and map of the okrug/rayon, main transport opportunities and distances, demography, etc.)	max 1 page
2. Situational analyses and SWOT, main conclusions 2.1 Economy and agriculture Economy Agriculture 2.2 Social infrastructure and services Education Healthcare Culture and sport Social services Disabled people Vulnerable groups (youth, women, senior people) 2.3 Engineering infrastructure and maintenance, transport, ecology water supply and sewage, electricity street lights roads and sidewalks parks and recreation areas gas and heating communication transport and connectivity waste collection ecology 2.4 General SWOT (combination of most important facts from the sectoral SWOTs) and main conclusions to support the strategic approach to be used	max 12 pages
3. Vision for development - desired situation in 5 years	max 1 page
4. Strategic objectives, priority areas and result indicators, and intervention logic for each strategic objective – (max 4 pages) 4.1 Economy and agriculture 4.2 Social infrastructure and services 4.3 Engineering infrastructure and maintenance, transport, ecology	max 5 pages
5. Action plan (activity, deadline, cost and/or resources of funding, responsible person, indicators, new jobs created)	max 15 pages
	max 34 pages



(Footnotes)

- 1 Please use a flipchart to take notes of the discussion and to allow visibility
- 2 Please use a flipchart to take notes of the discussion and to allow visibility

