



**Regional Participatory Planning Workshop on the topic:
“Establishment of rural development networks in SEE countries”**

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STRATEGIC MANAGAMENT

Vital issue in the implementation of strategies:

- Creation of annual objectives;
 - Policy development;
 - Determination of resources;
 - Structures organizational change;
 - Repayment plans for improvement and stimulation;
 - Minimizing resistance of change;
 - Involvement of managers in the strategy, and
 - Development of effective human resource function
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ANNUAL OBJECTIVES

- provide the basis for determining the resources;
 - are the main mechanism for the evaluation of managers;
 - are the most important instrument for monitoring progress towards achieving long-term objectives and;
 - help create the organization's priorities, divisions and other organizational units;
 - objectives should have the quantity, quality and and to be verifiable.
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POLICY AS THE BASIS OF THE REALIZATION OF ANNUAL OBJECTIVES

The policy refers to:

- Specific guidelines, methods, procedures, rules, forms and
 - Administrative practices established to support and encourage work towards the goals.
 - Policy is the instrument for implementing the strategy
 - Policy explains what should be done and by whom.
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RESOURCE ALLOCATION

- It is the central activity of management that enables the execution of the strategy.
- Strategic management enables resources to be allocated according to priorities established by annual objectives.

At least there are four types of resources that enable the achievement of objectives: financial resources, physical resources, human resources and technological resources.

Organizational structure

Organizational form for developing objectives and policies may have greater influence in all other activities of the implementation of the strategy.

Strategic work survey through Questionnaires

1. Questionnaires for LAG- Dragash Municipality

A. Background information

Position... Education level.....

☐ Gender- Male [X]

☐ Experience with the agriculture and rural Development policy process

☐ 1. Are you familiar with any of following:

- | | | |
|---|---------|--------|
| - Agricultural and rural development policy | Yes [X] | No [] |
| - Agricultural or Rural Development strategy | Yes [X] | No [] |
| - Agricultural and rural development programs | Yes [X] | No [] |
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Name of agricultural or rural development policy, strategy, or program you are most familiar with: **Local Development Strategy (LDS)**

- ☐ At what level were you involved? **1. Designing [X]**, **2. Development []**,
☐ **3. Implementation [X]**, **3. Monitoring []**, **4. Evaluation []**
☐ **4. Who are the stakeholders on the drafting of LDS? (Please be specific in identifying specific departments, units, agencies, name of institutions and private sector entities?..... Agriculture Department and NGOs;**
☐ **5. Mention the department or individual to which/ Whom you are ultimately accountable in regards to this Strategy?..... Municipal Agriculture Department**
☐ **6. What was the degree of support provided by this department and individual for the named strategy?**

DEGREE OF SUPPORT PROVIDED

Type of support	Active opposition	Degree of support			
		Weak support	Neutral support	Strong support	Activity on implement.
Budgetary			x		
Additional staff time support				x	x
Facilitate of process				x	x
Facilitate accountability				x	x
Other (specify)					

7. Is there been used any of the research activity for the strategy development support? **Yes [] No [x];**

8. Which institution has supported the strategy implementation process?

MAFRD, Municipality;

9. To what extend the strategy intend to decline the poverty?

To much [] Average [x] None []

10. Are you satisfied with the work (activities) of associations which deals with rural development? **Yes [] No []**

Implementation, Monitoring and Evaluation of Local Development Strategy (LDS)

Is it revised, redefined or updated budgets for implementation of LDS?

Yes []

No [X]

Is it done the reviewing of the problems and opportunities of high priority in the strategy?

Yes [X]

No []

Have you drawn the logical framework of activities and resources (budgetary and human)?

Yes []

No [X]

Have you done operational plan to implement the objectives of local development strategy?

Yes [X]

No []

Monitoring of Local Development Strategy implementation

Number of contacts carried out.....	5
Number of contracts signed.....	4
Number of cooperation agreements signed	2
Number of markets initiated	-

Evaluation of the Local Development Strategy implementation

- ☐ To what extent, do you think that the strategy has accomplished the intended purposes?

Large-scale [] **medium scale [x]** none []

14. Do you think the strategy should change?

Yes []

No [X]

How to strengthen strategic planning, policy making and implementation of strategies in agriculture and rural development?

Sectorial Policy	
Development Strategy	
Programs	x
Institutional development	x

GENDER ISSUES ON LDS- DEVELOPMENT

Enter in the table below the level of involvement of women and men on strategy development

Level	Involvement				
	Only men	More men's	Same men and female	More female	Only female
At ministerial level /Municipal		x			
At the Advisory services level		x			
At researcher level					
Community level		x			

17. Has Ministry, Municipality or local action groups (LAG)

taken any action to revise or complete the local development strategy, in order to obtain that strategy, projects or programs, reflects the same needs, interests and priorities of female and men?

Yes []

No [x]

Are you satisfied with the implementation of rural development strategy?

Yes []

No [X]

What proposals have for the future (please indicate briefly your proposal)?

Budget-support projects that are identified and that are of priority in the strategy

Organize the different training for LAG staff.

LOCAL DEVELOPMENT STRATEGY-IMPLEMENTATION OF PLANNED PROJECTS IN DRAGASH MUNICIPALITY

No	Project Title	Invest or-Donor	Budget Projection €	Invested Amount €	Anticipated period of implementation	Anticipated period of completion of funding	Investment Agency		
							2009	2010	2011
1	Clean environment and health	AME CO	4,990	4,990	4 month	4 month	3	3	
2	Clean environment and health	World Bank	4,720	4,720	4 month	4 month	3	3	

CONSTRUCTION OF FOUR NEW HUTS AND RENOVATION OF TWO HUTS IN SHARRI MOUNTAINS PROJECT- STAGE OF DEVELOPMENT

Overall Aim of the Project

- ☐ Increasing farm income through sustainable use of natural resources/pasture and livestock growth fund.
- ☐ **Specific objectives to be achieved by the project**
- ☐ Construction of four huts and reconstruction of two existing huts in municipal areas of Dragash (Gore and Opoj), which enable farmers to access more easily in the use of pastures and livestock breeding, in cooperation with the MAFRD and Dragash municipality.
- ☐ To demonstrate ways of co-financing of projects according to the European model and way of functioning of public-private partnership.
- ☐ **Project is not realized**

CONCLUSIONS FROM QUESTIONNAIRES

1. Human Resources Capacity Building
 2. Deficiencies in the design of annual objectives of the activities of LAG;
 3. Lack of trainings of the LAG;
 4. Lack on participation of all members of LAG on development strategies and projects;
 5. Not sufficient competence on the strategy and projects development in particular the strategy and project implementation.
 6. Lack of Financial Resources:
 7. -allocation of budgetary resources in disproportionate with the “ project basket foreseen by the LAG;
 8. -Lack of technology for implementation strategies and and projects.
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Gender Issue

- ☐ Lack of access of female in the early stages of development strategy and projects;
- ☐ Not sufficient competence of all members of LAG;
- ☐ Need for improvement of LAG organizational structures by involving all representatives of all community;

Corporation and Coordination

- Need of improvement of the corporation between LAG with local and central governmental institution;
 - Periodically, it requires to inform the municipal decision-makers regarding the execution flow of the strategy as well as LAG activities
- Improving coordination of priorities of LAG, MAFRD, Municipality for rural development issue;
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- Improve public-private cooperation;
 - Strengthening of cooperation with non-governmental association and businesses ;
 - Improvement of cooperation with scientific and research institutions
 - Improvement of coordination with other LAG in Kosovo and Region ect.

Conclusion: At the moment in Kosovo, there are not many opportunity of funding for rural development

THANK YOU FOR YOUR ATTENTION !
