SCIP-03: PROGRAM MANAGEMENT, PROJECT PREPARATION AND IMPLEMENTATION SUPPORT FOR PLANNING AND DEVELOPMENT DEPARTMENT

ADB Loan No. 2499-PAK

DRAFT GUIDELINES FOR THE PREPARATION OF LOCAL ECONOMIC DEVELOPMENT STRATEGIES

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JUNE 2012

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INTRODUCTION

These draft Guidelines provide a methodology for the preparation of Local Development Strategies (LEDS) for Sindh's Secondary Cities. These were prepared as part of the outputs of Phase 1 (Preparatory Phase) work under Task A4 of the Sindh Cities Improvement Investment Program (SCIP) – 03.[1]

These draft Guidelines serve as a starting point for Sindh Province's Directorate of Urban Policy and Strategic Planning (DUPSP) in the preparation of a methodology and terms of reference for the preparation of economic regeneration studies for the secondary cities.[2] It provides advice on the institutional and technical aspects that have to be addressed in the preparation of LEDS.

The DUPSP will be oriented on the contents of these guidelines at the first part of Phase 2 (Orientation/ Situation Analysis) of Task A4. The Orientation/ Seminar Sessions will also be used as avenues to further refine this draft by way of discussions between the DUPSP and SCIP-03 Consultant Team and with further consultations with government agencies. A pre-final draft will be produced at the end of the Orientation/ Seminar portion which will be piloted in Sukkur and Larkana at the Situation Analysis portion of Phase 2.

The pilot testing of the pre-final draft will continue up to Phase 3 (Planning) work. The expected outputs at the end of Phase 3 are: (1) documentation of lessons learnt from the pilot cities with regards to LEDS preparation , (2) technical notes on how these Guidelines should be finalised, and (3) LEDS for Sukkur and Larkana.

The final version of these draft Guidelines are intended to be used by government planners and consultants who will be engaged in the preparation of local economic development strategies for Sindh's Secondary Cities.

The preparation of these draft Guidelines drew heavily on the wealth of global literature on LEDS preparation as well as lessons learnt from the preparation of and lessons learnt from strategic development plans of cities. Amongst other references, these draft Guidelines were developed using the frameworks provided in "Local Economic Development: A Primer - Developing and Implementing Local Economic Development Strategies and Action Plans" of the World Bank as well as the "Guide to City Development Strategies – Improving Urban Performance" and "Understanding your Local Economy – A Resource Guides for Cities" of the Cities Alliance. The provisions of these reference materials were localised in order to suit conditions in Sindh's Secondary Cities.

Significant insights were also gained from discussions with key representatives of government agencies, the academe and private sector to include Local Government Department, Planning & Development Department, Building Control Authority, Sukkur Municipal Corporation, Larkana Municipal Corporation, Punjab Urban Unit, Department of Architecture & Planning of NED University, Northern Sindh Urban Services Corporation and Urban Resource Centre.

[1] Task A4 comprises Support Urban Policy and Strategic Planning Unit on implementation of urban planning initiatives and reforms.

[2] SCIP-03's TOR referred to an "economic regeneration" strategy which, in these guidelines and in related documents, shall be referred to as local economic development strategy.

THE CONTEXT OF LOCAL ECONOMIC DEVELOPMENT STRATEGIES

LOCAL ECONOM IC DEVELOPMENT

Local Economic Development is defined as "a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation."[3] Emphasis is placed on the collective efforts of development partners in developing a local economic development strategy and working for its implementation. Such conditions are deemed necessary to ensure success since the conditions that create economic development does not lie on government alone nor in private business working in isolation. Rather, it is the result of creating and sustaining positive conditions for economic growth, which can only be achieved if co-operation amongst all stakeholders are realised.

LEDS AND OVERALL CITY DEVELOPMENT PLANNING

A city's overall growth and development could be attributed to the confluence of several factors. The goal of improving the quality of life of the population could best be realised through robust livelihood sources, accessible health and education services, conserved environments, appropriate settlement patterns, effective transportation networks, adequate utilities infrastructure and responsive governance systems. Planning for the economic sector should thus consider its linkages with the other sectors and seek to achieve positive and mutual inter-dependence.

A local economic development strategy is part of a sectoral development plan which is normally prepared for a medium-term period (5 years). It should harmonise with a local spatial plan which is, in turn, prepared for a longer term period (20 years or more). A simplified city development planning model, showing LEDS's position, is illustrated below.

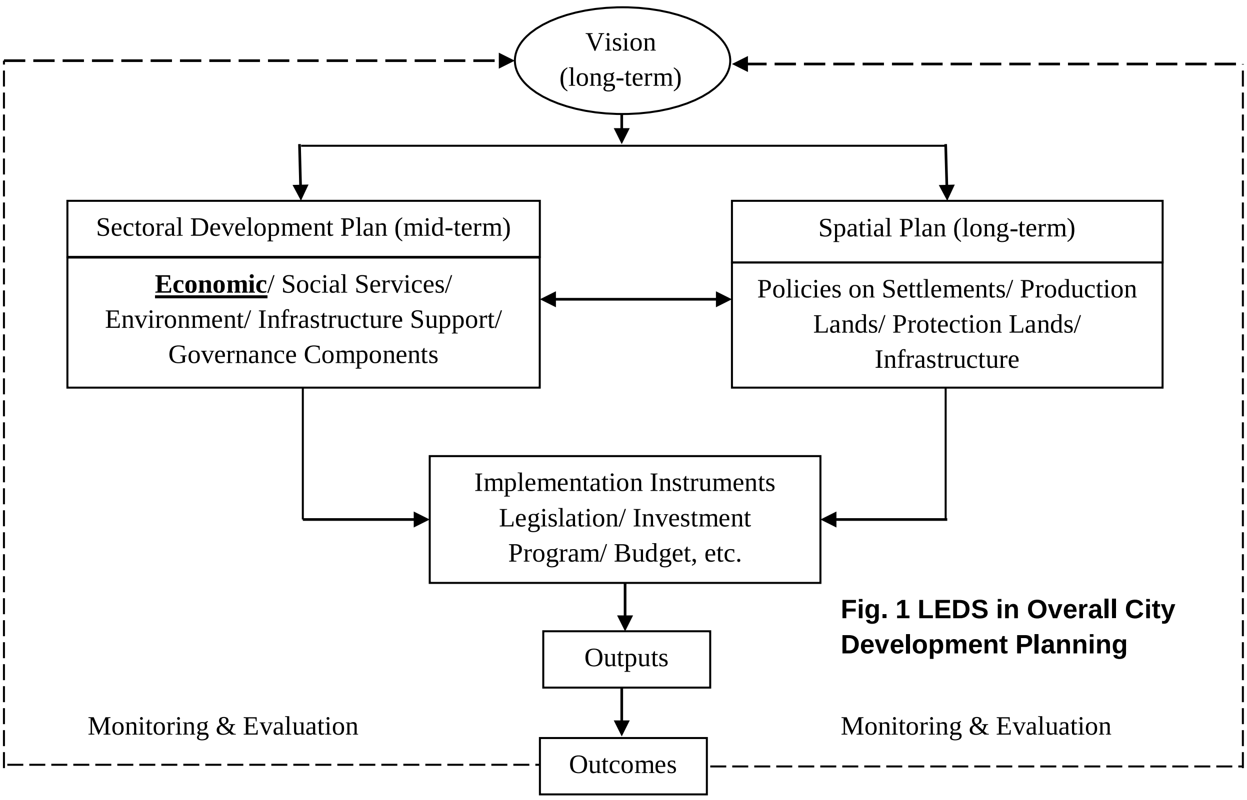

Fig. 1 LEDS in Overall City Development Planning

[3] LEDS Primer

THE LEDS PROCESS

The LEDS process follows sequential and logical steps. The process provides a means to systematically diagnose the city's economic and related conditions, synthesise these and arrive at strategic directions of action. Stakeholder participation should be ensured at critical junctures of the process.

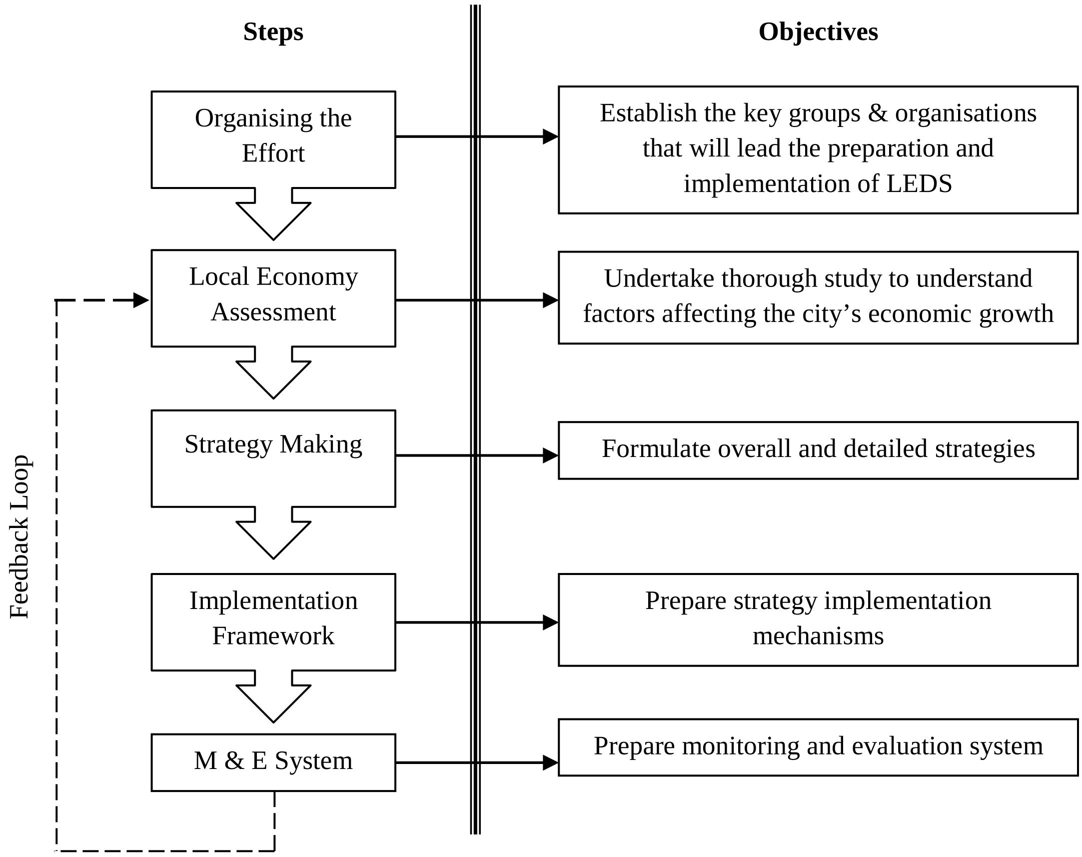

Figure 2 The LEDS Process

SECTION 1 – ORGANISING THE EFFORT

LEDS preparation is initiated by putting the administrative and co-ordinative mechanisms in place. It is important to note that these mechanisms should be formalised and that capacity building measures within the city government are put in place to ensure sustainability. It is also essential to create a system within the LEDS process that will ensure the meaningful contribution of politicians, senior city government officials, businessmen, informal sector groups and other major stakeholders in the city. Such participation is intended to lay the groundwork for partnerships amongst various stakeholders which is a key element in successful LED strategies.

1.1 ESTABLISH LEDS TEAM LEADER AND LEDS TWG

LEDS preparation requires a multi-disciplinary group of specialists capable of responding to the city's diverse issues. Preparation may be done through an external consultant (private sector or Town Planning Department) or in-house by the city government. In any case, it is important to designate a LEDS Team Leader from the local government in order to build capacities and help sustain the LEDS during implementation and subsequent re-planning.

The LEDS Team Leader often comes from the local mayor's office although suitable personnel from other offices could also be considered. The LEDS Team Leader should at least be at the level of department head and with background education in economics or urban planning. The capacity to influence the decisions of other city government department heads and gain access to local decision-makers are also important requirements for the LEDS Team Leader. Actual LEDS experience, though desirable, is not necessary since this may be acquired.

If external consultants will be engaged, it is important to incorporate a mentoring aspect to LEDS preparation. The external consultant should be able to guide the LEDS Team Leader in designing and managing the LEDS preparation process including data collection, data analysis and assessment, stakeholder coordination, and other LEDS-related activities.

A LEDS Technical Working Group (LEDS-TWG) should also be established comprising representatives from various city government offices with backgrounds on:

- Development Planning
- Economics and Investment
- Infrastructure and Utilities
- Health and Social Services
- Public Administration
- Public Finance
- Mapping
- Monitoring and Evaluation

To be guided by either the external consultant and/ or the LEDS Team Leader, the LEDS-TWG shall perform the following roles:

- Process planning for LEDS
- Information gathering
- Stakeholder consultations
- Data processing and analysis
- Strategy formulation

- Workshop facilitation
- Report writing and presentation to decision-makers
- Design of monitoring and evaluation system

1.2 ESTABLISH LEDS STEERING COMMITTEE

LEDS preparation should be guided from the highest level of the city government. Such guidance should be formalised through the creation of LEDS Steering Committee which shall be chaired by the city mayor and composed of key stakeholders of the city. With reference to the Cities Alliance guidebook[4], it is recommended that the Steering Committee be composed of representatives from the following:

- the local government (the City Mayor)
- the City Council
- the knowledge community (a leading academic in a related policy field),
- large-scale domestic business (normally the CEO or manager of a leading, fast-growing firm),
- the informal business community (such as the head of the street traders' association),
- the foreign business community (the manager of one of the leading multinationals anchoring a cluster),
- informal communities,
- public health and the environment,
- labour (or workers' associations),
- Sindh Local Government Department,
- Sindh Planning and Development Department and
- Sindh Building Control Authority.

The Steering Committee shall perform advisory and review functions and shall endorse the LEDS for formal approval. The number of members should be kept at a manageable level and should be no more than 15.

1.3 ESTABLISH LEDS STAKEHOLDERS PARTNERSHIP GROUP

LEDS preparation is characterised by a strongly participatory process. A broad group of stakeholders should thus be systematically identified and the methods of consultations prepared early on. Their involvement throughout the process, from problem identification, problem solving, implementation through to monitoring and evaluation provides opportunities for:

- credibility, equity and transparency, by opening the planning process to the public;
- effectiveness, as it is easier to understand the real (economic) needs when the beneficiaries are involved. It also contributes to building support, and overcoming resistance and mistrust;

[4] Guide to City Development Strategies, P. 52, Cities Alliance. The representative of the City Council is recommended for inclusion to have representation from local legislators. Representatives from the Provincial Government are also recommended to provide policy and strategic guidance.

- efficiency, as stakeholders can mobilise their own resources to support and promote local economic development.[5]

A long-list of stakeholders, initially following the representation of the LEDS Steering Committee has to be developed. This list may be filtered and the ultimate configuration will depend on the strategic focus of the LEDS as its preparation progresses. A Stakeholder Analysis Matrix may be used by the LEDS TWG to initially filter the long-list of stakeholders through a broad assessment of what their interests are and contributions to the city's development. The degree that these interests and contributions influence the city's development may also be assessed.

Key stakeholders and their motivations may be identified through a matrix shown below:

Table 1.1 Stakeholder Analysis Matrix

Stakeholder	Key interest	Contribution	Assessment A=Essential; B= Important; C= Minor	
			Current	Potential
1. Government				
Municipal Government				
District Government				
Provincial Government				
2. Knowledge Community				
Universities				
Research Institutions				
3. Local Business Community				
Real Estate Developers				
Trading Companies				
4. Informal Business Community				
Hawker's Group				
Transport Group				
5. Foreign Business Community				
Large Corporations				
Financial Institutions				
6. Informal Communities				
Katchi Abadis Group				
7. Public Health and Environment				
Medical Practitioners				
Hospital Association				
8. Labour				
Industrial Workers Union				
Trade Unions				
9. Utility Providers				
Water Company				
Power Company				
10. Others				

[5] Local Economic Development: A Primer – Developing and Implementing Local Economic Development Strategies and Action Plans; Swinburn, Gwen, Goga, Soraya, and Murphy, Fergus; The World Bank, January 2006

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* expand table as needed

Modified from General Organisation for Physical Planning (GOPP) & United Nations Human Settlements Project (UN-HABITAT); Strategic Urban Planning for Small Cities Project; Preparing Strategic Urban Plans for Small Cities; Ministry of Housing, Utilities and Urban Development, Ministry of Local Development
Ministry of Economic Development, Nairobi, Kenya

The meaningful contribution of the stakeholders to the LEDS has to be ensured. These may be done through several participatory tools employed at key junctures of the planning process, such as during SWOT assessment and determination of vision, goals and objectives.

1.4 DEVELOP SYSTEMS TO WORK WITH OTHER TIERS OF GOVERNMENT

It is also recommended that a system to work "with other tiers of government"[6] and with key public utility service providers be institutionalised as well. Regular meetings with representatives of Federal, Provincial, and related Local governments will be very useful in terms of co-ordinating programs, projects, and regulations, amongst others. Similar meetings with local representatives of power supply and distribution, water supply and distribution, sewage collection and disposal, solid waste management and telecommunication companies will also be useful in terms of harmonising their programs and projects, as well as regulations, with those of the city government. The LEDS Team Leader and LEDS-TWG are recommended to spearhead the institutionalisation and implementation of such arrangements.

1.5 DETERMINE LEDS COORDINATING BODY

A LEDS Coordinating Body should be formed to oversee the entire cycle of implementation, monitoring and evaluation and strategy updating. There are several options in the creation of the Coordinating Body. These are the following:

- Create a distinct City Government Economic Development Department or equivalent within the city government

    - Will be able to work full-time on local economic development concerns
    - Will sent a strong signal to the business community that the city government is serious on local economic development
    - Being co-equal to other city government departments, it will have the capacity to influence and work alongside other departments
    - Can lose touch with the private sector if formal working and consultation arrangements are not properly designed and implemented

- Lodge the function with the City Planning Office or another department in the city government

    - Will bring local economic development concerns closer to city-wide and other sectoral planning initiatives
    - LEDS will not be a primary concern since it will be diluted with the other functions of the office

[6] *Ibid.*

  - Can lose touch with the private sector if formal working and consultation arrangements are not properly designed and implemented

- Pass the function to a non-profit private sector organisation such as the Chamber of Commerce

  - Has a direct understanding of the needs of business
  - Has a direct link to the business community
  - Less vulnerable to political influences
  - May not be able to directly influence government decisions nor work with other government agencies
  - Needs dedicated champions to sustain its LEDS functions

- Create an independent non-profit partnering organisation between the city government and the private sector

  - Will have corporate powers and can extend its jurisdiction beyond city boundaries
  - Will have the capacity to receive grants, acquire property, etc.
  - Less vulnerable to political influences
  - Will have the flexibility in hiring suitable staff

The Coordinating Body will have the following roles:[7]

- Coordinates and oversees implementation by other departments and agencies
- Sets up task forces or advisory groups where necessary for the planning and oversight of implementation.
- Organises stakeholder participation, citizen outreach and communication through meetings, forums, partnership development and media.
- In charge of coordination with other private and public bodies, such as private utility companies, provincial and national authorities and with the city government, as applicable.
- Responsible for monitoring and evaluation on a regular basis.
- Responsible for updating the plan as needed.
- Responsible for reporting to governing authority such as the Mayor or Board of Directors, as applicable.

As part of LEDS preparation, it will be necessary to draft the preliminary institutional requirements for the selected type of Coordinating Body. These may include a notification for the creation of a new LEDS Department with staffing and functional proposals, draft revisions to the rules of business of the Planning Office or draft Articles of Incorporation and Bye-laws for the new LEDS organisation.

[7] LED Manual

SECTION 2 – LOCAL ECONOMY ASSESSMENT

A thorough understanding of the local economy is essential for stakeholders to craft an appropriate LEDS. This understanding could only be attained through a thorough review of the state of the various development sectors in the city and examining their interrelationships. It is important to note that the local economy is a component of the entire city's structure and that its growth is largely dependent on developments of the other sectors such as support social services and infrastructure as well as the state of the environment, land use patterns and governance mechanisms. Moreover, local economic development should also be examined through a wider context to include not only the national but the international level as well.

This section provides a guide on how to conduct a local economy assessment. The chart below provides an illustration of the process.

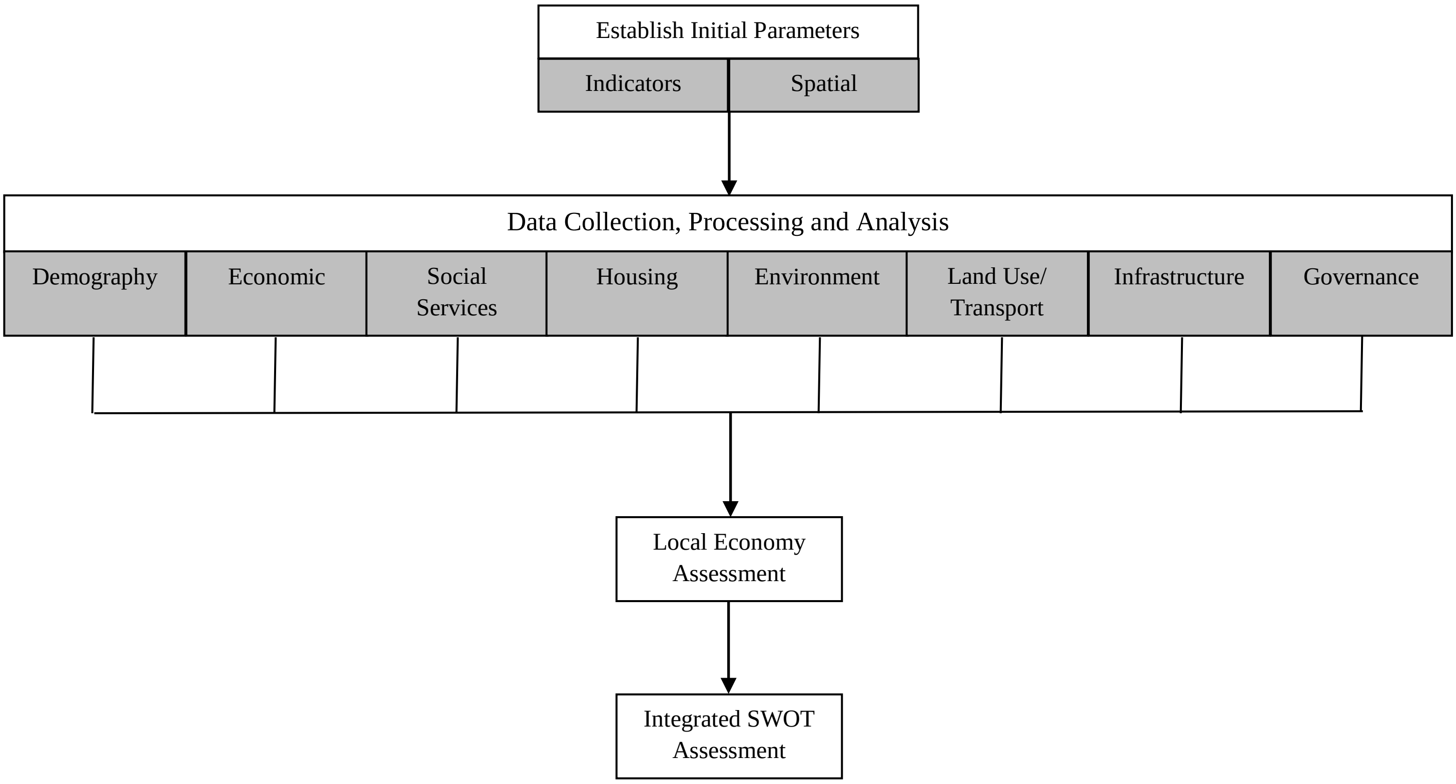

Fig. 2.1 Local Economy Assessment Process Flowchart

2.1 ESTABLISH INITIAL PARAMETERS

Local economy assessment starts with building up a good data base of information. Considering the complex nature of cities and the varied concerns that should be examined, it is important to establish initial parameters to give boundaries to the exercise. Data collection should also be focused and systematic to optimise the results of efforts and resources. Such a focus could be established by two parameters, namely, a set of indicators that relate to local economic growth, and a spatial definition which defines this growth in space and in comparison to other cities. These are briefly described below.

2.1.1 Definition of Initial Key Indicators

Certain key indicators can give focal point to the data collection exercise. These will also be the basis for developing the indicators and targets in the monitoring and evaluation stage of the planning process. To facilitate and create systematic analysis, data that will be collected and the subsequent analysis of the city should be grouped into development sectors, such as Demography, Economic, Social Services, Housing, Environment, Land Use and Transportation, Infrastructure and Governance. It should also be borne in mind that the indicators that will be identified at this beginning stage is an initial set, and some indicators may be added while some may be removed, depending on findings as plan preparation proceeds.

Table 2.1. List of Initial Key Indicators

Sectoral Division	Indicators
1) Demography	Population composition, geographic distribution and historical and anticipated growth patterns
2) Economic Sector	Types of activities, spatial growth, employment levels, relative shares of various activities to the city's total economy, level of service of support facilities and infrastructure, and policy environment
3) Social Services Sector	Level of human development, level of quality of services and facilities, and policy environment
4) Housing	Housing backlog, types and size of informal settlements, facilities and services, available lands for housing and policy environment
5) Environment Sector	Present characteristics, pollution levels, vulnerability to risks and hazards, and policy environment
6) Land Use and Transportation	Land classification, land use patterns, support infrastructure and policy environment
7) Infrastructure	Availability, levels of service, and policy environment
8) Governance	Current organisation and management structure and systems relative to LED, financial resources, development legislation, and networks

The level and depth of data to be collected will be determined by availability, time and budget. The use of quantitative data is important inasmuch as it gives numerically measurable and comparable figures. However, it is equally important to make use of qualitative data particularly in terms of getting insights from stakeholders which may be normally hidden if analysis is solely based on numeric figures. There will also be cases where data is not available and qualitative data gathering methodologies, such as focus group discussions and interviews, will become the most cost-effective way of getting information.

2.1.2 Spatial Definition

The spatial parameters of the LEDS should be identified to give geographic focus to the planning activity. There are several spatial parameters that may be used. The first parameter comprises the city itself along with its peri-urban areas which will be the focal point of analysis. The second comprises the entire Sindh Province and examines the functional role of the city, relationships to the other cities and compares it with the other cities of the province. The third parameter analyses the city within the context of similar cities within the country and internationally and is important for benchmarking and target setting as well as in identifying potential markets and opportunities for business development. These may be identified in terms of similarities in population size and economic activities, amongst others.

2.2 DATA COLLECTION, PROCESSING AND ANALYSIS

The local economy assessment should be able to give an overall picture of current and expected conditions in the city. Whenever possible, time series and comparative analysis (per the spatial definition above) should be done to give more meaning to the information to be presented. Good visual presentation, through maps, graphs and charts, will assist in the understanding of information.

2.2.1 Demography

An understanding of the city's demographic characteristics is important inasmuch it provides the platform for the determination of planning strategies. Amongst others, this will indicate what are and what will be needed by the population in terms of economic development and public service facilities and infrastructure. Basic information on population and their relevance may be grouped according to the following table:

Table 2.2. Selected Demographic Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Composition	
Total population by age group and sex	Provides the total population size and disaggregates into according to age group and sex Useful in measuring the adequacy of social services (e.g. schools for the 0-14 age bracket or senior citizen's facilities for the 65 years and older group) Indicates future growth rates and patterns (i.e. a high number of women at reproductive age - 10 – 45 years old may indicate high future growth rates)
Labour force participation rate by sex	Provides a measure of how many in the labour force are gainfully employed and how many are not; important in developing gender responsive strategies and targets
Total population by employment status, economic activity and sex	Provides an indication of employment patterns and sources of livelihood which will be important in developing gender responsive strategies and targets
Average family income	Provides an indication of the financial well-being of families and the magnitude that may be the major targets of economic and livelihood enhancements strategies
Poverty incidence	
2. Distribution	
Total population and number of households by Union Council	Provides an indication of the spatial distribution and concentration of the population which is important in

Population density by Union Council	determining location-specific programs and projects
Gross population density	Provides an indication of the level of urbanisation
Built-up area density	
Urban-rural population	
3. Change	
Migration	Provides a basis for projecting population growth
Historical growth rate and total population per census year	Provides a picture of future demands on employment and services as well as the potential geographic spread of the city
Projected annual city population by Union Council, i.e, 25 years	
Doubling time	Provides information on when the city's population will double from that of the base year
Projected population by age group and sex	Provides a basis in estimating the type of future employment and social services
Projected labour force	Provides a basis for determining the potential size of the labour force

Depending on purpose, other descriptors of the population may be presented such as number of population by marital status, mother tongue, religious affiliation, etc.

Summarise findings and observations

Findings and observations should be summarised and a strengths, weaknesses, opportunities and threats (SWOT) list prepared. The elements to be included in the SWOT list should be limited to those that have or will have direct bearing to local economic development. A sample summary SWOT list is presented below:

Table 2.3 Summary SWOT List – Demography

Sub-sector	Strengths	Weaknesses	Opportunities	Threats
Composition				
Distribution				
Change				

2.2.2 Economic Sector

The assessment of the economic sector aims to give an understanding of the nature and structure of the city's economy and its competitiveness in the national and international contexts. Assessment should initially be done according to the major sub-sectors of the economy thus enabling a systematised and more exhaustive examination. Establishments within each sub-sector may further be classified according to the Pakistan Standard Industry Classification system. Aside from the traditional economic sub-sectors, attention should also be given to the informal sector of the economy in recognition of its significant contribution to the city's growth. An assessment of the business climate in the city should also be undertaken inasmuch as the economy is largely driven by the growth of businesses – both formal and informal.

A common framework could be used as reference in the assessment of the components of the local economy, as presented below:

- An examination of sub-sectoral profile and trends in terms of types of activities, spatial growth, employment, and share to the city's economy
- An assessment of the kind and adequacy of facilities and infrastructure that support sub-sector activities
- An assessment of international national, provincial and local policies that affect sub-sector activities
- An assessment of pipelined major programs and projects that will affect sub-sectoral activities
- An assessment of current and projected needs in terms of enabling policies, support infrastructure, etc.

The assessment follows the following steps:

- Prepare a plan for data collection, processing and analysis

Using the initial set of key indicators as a guide, a more detailed set of sector-specific data requirements should be developed according to the agreed framework of assessment. Once these have been firmed up, a plan on how to process and what aspects to examine should be laid out.

Sample statistical tables are presented in Appendix A.

- Determine means of data collection and possible sources.

How and where data will be collected should also be determined at the onset. A mixture of quantitative and qualitative methods will most likely be employed and information will be collected from both primary and secondary sources.

- Summarise findings and observations

The findings and observations in the sector should be summarised. The Strengths-Weaknesses-Opportunities-Threats (SWOT) framework would be useful to organise these. The sector-specific SWOT outputs could then be used as inputs at the convergence point, that is, during the inter-sectoral assessment which will become the basis of strategy formulation.

<u>Commerce</u>

The assessment of commercial activities involves the determination of its contribution to the overall local economy in terms of employment and production. Future trends could be ascertained both numerically and spatially and these will be examined in light of required infrastructure and services, amongst others.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.4 Selected Commerce Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Inventory of commercial areas	Provides information on the type of commercial areas (shopping mall, wet and dry market, office areas, commercial strip, etc.) and their location in the city. Use map presentation
Growth of commercial areas	Determination of growth in terms of area coverage along with the direction of growth in space. Examine emerging trends in physical development (design patterns, quality, concepts, etc.) Use time-series (at least 5 years) and map presentation.
Number of business permits Issued by type of activity, employment size and market linkages	Provides information on the number and type of commercial activities (hotels and restaurants, wholesale and retail trade, banking, construction, etc.), number of employees and whether these cater to the local or export market Compare to total city employment Use time-series (at least 5 years) presentation
Sources of materials, production data and markets	Provides information regarding sources of materials used, type, volume and value of production and markets (local or export)
Foreign direct investments	Provides information as to type of activity, country of origin and amount of investment Use time-series (at least 10 years) presentation
Revenues earned	Provides information on revenues earned per type of commercial establishment Provides information on tax revenues earned by the city and compare to total city revenue Use time-series (at least 5 years) presentation
2. Support facilities and infrastructure	
Type of present support facilities and infrastructure	Provides information regarding the availability and adequacy of transport and transit facilities and infrastructure, etc.
3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as free trade agreements, tax holidays, fiscal incentives, etc.
4. Major programs and projects in the pipeline	

Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may further encourage commercial activities in the city.
5. Current and projected needs	
Immediate and future manpower skills requirements	Provides an indication of educational and training programs that may be needed to support future commercial growth
Marketing and promotion requirements	Provides an indication of what the city government may do to promote business relocation
Infrastructure and utilities support requirements	Provides an indication of what support infrastructure and utilities should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to promote business retention, expansion and relocation

- Determine means of data collection and possible sources

The plan on how to obtain data requirements may be guided by the following table:

Table 2.5 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of commercial establishments
	Secondary	
	Records and reports Media review	Trade and Industry Department District Office Local Government Various media reports
Qualitative	Primary:	
	Focus group discussions Key informant interviews	Key officers from: - Trade and Industry Department - District Office - Local Government - Commercial establishments - Industry associations - Employees'/ Workers' associations
	Physical inspection of facilities	Selected commercial establishments

<u>Industry</u>

Analysis of the Industry Sub-sector will include profiling the types of establishments and the extent and pattern of their geographical distribution. The growth of industries, in terms of rate of business formation, productivity and employment should also be assessed particularly in relation to its contribution to the overall economic growth of the city. Means to sustain the city as an investment area should likewise be examined in terms of provisions for support infrastructure (roads, power, water, etc.), enabling policies (incentives) and other government initiatives.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.6 Selected Industry Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Inventory of industrial areas	Provides information on the type of industrial establishments, area occupied and their location in the city. Use map presentation
Growth of industrial areas	Determination of growth in terms of area coverage along with the direction of growth in space. Examine emerging trends in physical development Use time-series (at least 5 years) and map presentation.
Number of business permits Issued by type of activity, employment size and market linkages	Provides information on the number and type of industries, number of employees and their location Compare to total city employment Use time-series (at least 5 years) presentation
Manufacturing processes, raw material inputs, production data and markets	Gives information regarding type of process (fabrication, food processing, canning, etc.), raw material used (wood, agricultural by-products, etc.), type, volume and value of production and markets (local or export)
Foreign direct investments	Provides information as to type of activity, country of origin and amount of investment Use time-series (at least 10 years) presentation
Existing hazardous and/or pollutive industries	Provides an indication of environmental safeguards that have to be put in place
Natural resources with potential for industrial development (mining, manufacturing, logging, etc.)	Provides an indication regarding what other industries may be encouraged to locate in the city
Revenues earned	Provides information on revenues earned per type of industrial establishment Provides information on tax revenues earned by the city and compare to total city revenue Use time-series (at least 5 years) presentation
2. Support facilities and infrastructure	
Type of present support facilities and infrastructure	Provides information regarding the availability and adequacy of transport and transit facilities and infrastructure, etc.
3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect sub-sector	Provide information regarding the present and future enabling policy environment such as free trade agreements, tax holidays, fiscal incentives, etc.

activities	
4. Major programs and projects in the pipeline	
Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may further encourage industrial activities in the city
5. Current and projected needs	
Immediate and future manpower skills requirements	Provides an indication of educational and training programs that may be needed to support further industrial growth
Labour relations	Provides an indication of what the sub-sector needs in terms of industrial peace
Marketing and promotion requirements	Provides an indication of what the city government may do to promote industrial relocation
Infrastructure and utilities support requirements	Provides an indication of what support infrastructure and utilities should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to promote business retention, expansion and relocation

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.7 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of industrial establishments
	Secondary	
	Records and reports Media review	Industries and Commerce Department District Office Local Government Various media reports
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key officers from: - Industries and Commerce Department - District Office - Local Government - Key officers of industrial establishments - Industry associations - Employees'/ workers' associations
	Physical inspection of facilities	Selected industrial establishments

<u>Tourism</u>

The viability of tourism activities shall be examined in light of the city's resources endowments. Assessment will consider the type and quality of tourist facilities and attractions as well as the enabling environment (infrastructure, policies, social conditions, etc.).

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.8 Selected Tourism Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Inventory of tourism establishments and attractions	Provides information on the type of tourism establishments and attractions, area occupied, their location in the city and type of ownership (government, private, etc.) Use map presentation
Number of business permits Issued and employment size by type of activity	Provides information on the number and type of tourist establishments, location and number of employees Compare to total city employment Use time-series (at least 5 years) presentation
Facilities in existing tourism establishments and markets catered	Provides information on the type and capacity of tourism facilities (accommodation, restaurants, transport services, etc.) and markets catered (domestic or foreign)
Foreign direct investments	Provides information as to type of activity, country of origin and amount of investment Use time-series (at least 10 years) presentation
Accessibility of existing tourism establishments and tourist attractions	Provides information regarding the accessibility in terms of roads and various transport modes (air, rail, water, etc.)
Tourism activities and events	Provides information on the date, frequency and duration of activities and events
Visitor arrivals	Provides information on the number of tourists, purpose of travel, peak season of arrivals and country of origin. Provide monthly and yearly (past 5 years) time-series presentation
Potential tourist attractions	Provides information on and assess the quality of attractions that may further be developed
Revenues earned	Provides information on revenues earned per type of tourism establishment Provides information on tax revenues earned by the city and compare to total city revenue Use time-series (at least 5 years) presentation
2. Support facilities and infrastructure	
Inventory of tourism support facilities and services	Provide information regarding the availability and adequacy of transport and transit facilities and infrastructure, etc.

3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as free trade agreements, tax holidays, fiscal incentives, visa regulations, etc. Provides information on rules and regulations to govern the business operation of tourism establishments and related activities (car rentals, tour guides, etc.)
4. Major programs and projects in the pipeline	
Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may further encourage tourism activities in the city
5. Current and projected needs	
Additional facilities and services required to handle current and additional volume of visitors	Provides an indication of the type and capacity requirements of tourist facilities based on present and projected number of tourist arrivals
Immediate and future manpower skills requirements	Provides an indication of educational and training programs that may be provided in the future to support tourism growth
Marketing and promotion requirements	Provides an indication of what the city government may do to promote tourism activities
Infrastructure and utilities support requirements	Provides an indication of what support infrastructure and utilities should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to promote tourism activities

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.9 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of tourism establishments
	Secondary	Culture Department Antiquities Department District Offices
	Records and reports Media review	Culture Department District Office Local Government Local Regulations Office Various media reports
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key officers from: - Culture Department - Antiquities Department - District Office - Local Government

		- Local Regulations Office - Key officers of tourism establishments - Industry associations - Employees'/ workers' associations
	Physical inspection of facilities	Selected tourism establishments and attractions

Agriculture

The Agriculture Sub-sector comprises crop production and its assessment revolves around productivity levels and sub-sector contribution to the city's economy. Assessment should likewise include the adequacy of pre- and post-harvest facilities as well as the level of support given by government and non-government organisations. Food self-sufficiency should likewise be considered which has considerable implications to the policies relative to population and urban growth.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.10 Selected Agriculture Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Location and area of lands devoted to agricultural production	Provides information of growth in terms of area coverage Use past 5 years' time-series and map presentation
Comparative agricultural crop areas	Provides information on area devoted to each crop and percentage of agricultural land planted to each crop
Comparative production data	Provides a comparison on volume and value of production per major crop Compare with other cities and determine provincial/ national share of production
Market distribution	Provides information on market distribution, value and volume of products for local and export markets
Employment	Provides information on the number of people directly employed in the sub-sector and its share to total city employment Compare to total city employment Use time-series (at least 5 years) presentation
Foreign direct investments	Provides information as to type of activity, country of origin and amount of investment Use time-series (at least 10 years) presentation
Revenues earned	Provides information on revenues earned per type of tourism establishment Provides information on tax revenues earned by the city and compare to total city revenue

	Use time-series (at least 5 years) presentation
Environmental issues/concerns that need to be addressed	Provides information on the degree and sources of pollution/degradation of agricultural areas, if any
2. Support facilities and infrastructure	
Physical infrastructure and facilities	Provides information on type, coverage and status of irrigation, farm-to-market roads, water supply, post-harvest facilities, etc.
Credit and finance	Provides information on support programs in terms of available credit and other financing facilities
Other support programs	Provides information regarding support programs provided by government and/ or non-government organisations such as technical assistance, research, marketing, etc.
3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as free trade agreements, production subsidies, price control, etc.
4. Major programs and projects in the pipeline	
Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may further encourage sub-sector activities in the city
5. Current and projected needs	
Present and projected demand of the city's population for agricultural products	Provides an indication on whether present levels of production could meet domestic requirements and what levels will be needed to meet future demand Provides an indication on whether there is/ could be surplus for export
Institutional requirements	Provides an indication on what institutional support , i.e., training, agricultural extension, financial, marketing, etc. are needed in the agricultural sector
Infrastructure and utilities support requirements	Provides an indication of what support infrastructure and utilities should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to promote agricultural production

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.11 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of agricultural establishments and households
	Secondary:	

	Records and reports Media review	Agriculture Department District Office Local Government Various media sources
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key officers from: - Agriculture Department - District Office - Local Government - Agricultural firms - Workers' associations
	Physical inspection of facilities	Selected agricultural farms

Livestock and Fisheries

The assessment of the Livestock and Fisheries Sub-sector should likewise include production and productivity levels and the means by which these could be sustained. The share of the sub-sector to the city's economy and an examination of the population's requirements for sustenance should likewise be examined.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.12 Selected Livestock and Fisheries Sub-Sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Location and area of lands devoted to livestock and fisheries production	Provides information on growth in terms of area coverage Use past 5 years' time-series and map presentation
Comparative livestock and fisheries areas	Provides information on area devoted to livestock (sheep, goat, chicken, etc.) and fisheries (trout, carp, etc.) by type and percentage of area devoted to each
Comparative production data	Provides a comparison on volume and value of production per major livestock and fisheries product Compare with other cities and determine provincial/ national share of production
Market distribution	Provides information on market distribution, value and volume of products for local and export markets
Employment	Provides information on the number of people directly employed in the sub-sector and its share to total city employment Compare to total city employment Use time-series (at least 5 years) presentation
Foreign direct investments	Provides information as to type of activity, country of origin and amount of investment

	Use time-series (at least 10 years) presentation
Revenues earned	Provides information on revenues earned per type of product Provides information on tax revenues earned by the city and compare to total city revenue Use time-series (at least 5 years) presentation
Environmental issues/concerns that need to be addressed	Provides information on the degree and sources of pollution/degradation of livestock and fisheries resource areas, if any
2. Support facilities and infrastructure	
Physical infrastructure and facilities	Provides information on type, coverage and status of farm-to-market roads, water supply, post-harvest facilities, etc.
Credit and finance	Provides information on support programs in terms of available credit and other financing facilities
Other support programs and technical assistance	Provides information regarding support programs provided by government and/ or non-government organisations such as technical assistance, research, marketing, etc.
3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as free trade agreements, production subsidies, price control, etc.
4. Major programs and projects in the pipeline	
Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may further encourage sub-sector activities in the city
5. Current and projected needs	
Present and projected demand of the city's population for livestock and fisheries products	Provides an indication on whether present levels of production could meet domestic requirements and what levels will be needed to meet future demand Provides an indication on whether there is/ could be surplus for export
Institutional requirements	Provides an indication on what institutional support , i.e., training, extension services, financial, marketing, etc. are needed in the sub-sector
Infrastructure and utilities support requirements	Provides an indication of what support infrastructure and utilities should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to promote sub-sector production

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.13 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of agricultural establishments and households
	Secondary	
	Records and reports Media review	Livestock and Fisheries Department District Office Local Government Various media sources
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key officers from: - Livestock and Fisheries Department - District Office - Local Government - Livestock and fisheries firms - Industry associations - Employees'/ workers' associations
	Physical inspection of facilities	Selected livestock and fisheries farms

Forestry

The assessment will include the delineation of forest lands and the determination of the levels of production and areas designated for protection. The types of products and market distribution channels should likewise be assessed along with production values and shares to the city's total economic production.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.14 Selected Forestry Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Location and area forest lands by type	Provides information on area coverage of forest lands (riverine, irrigated, mangrove, rangelands) compared to total city area Use time-series presentation (at least 5 years) and map presentation
Comparative production data	Provides comparison on volume and value of production per major forest product Compare with other cities and determine provincial/ national share of production
Market distribution	Provides information on market distribution, value and volume of products for local and export markets
Employment	Provides information on number of people directly employed in the sub-sector and its share to total city

	employment
Foreign direct investments	Provides information as to type of activity, country of origin and amount of investment Use time-series (at least 10 years) presentation
Revenues earned	Provides information on revenues earned per type of product Provides information on tax revenues earned by the city and compare to total city revenue Use time-series (at least 5 years) presentation
Environmental issues/concerns that need to be addressed	Provides information on degree and sources of pollution/degradation of forest lands, if any
2. Support facilities and infrastructure	
Physical infrastructure and facilities	Provides information on type, coverage and status of farm-to-market roads, water supply, post-harvest facilities, etc.
Credit and finance	Provides information on support programs in terms of available credit and other financing facilities
Other support programs and technical assistance	Provides information regarding support programs provided by government and/ or non-government organisations such as technical assistance, research, marketing, social forestry programs, etc.
3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as free trade agreements, forest protection, logging bans, etc.
4. Major programs and projects in the pipeline	
Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may further encourage sub-sector activities in the city
5. Current and projected needs	
Present and projected demand of the city's population for forest products	Provides an indication on whether present levels of production could meet domestic requirements Provides an indication on whether there is/ could be surplus for export
Institutional requirements	Provides an indication on what institutional support , i.e., training, technology extension, research, financial, marketing, etc. are needed in the sub-sector
Infrastructure and utilities support requirements	Provides an indication of what support infrastructure and utilities should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to promote sub-sector production

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.15 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of forestry companies and workers
	Secondary	
	Records and reports Media review	Forest Department District Office Local Government Various media sources
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key officers from: - Forest Department - District Office - Local Government - Forestry companies - Industry associations - Employees'/ workers' associations
	Physical inspection of facilities	Selected forestry farms

Informal Sector

The Informal Sector of the economy shall be characterised according to population, types of goods and services provided as well as the value of their contribution to the local economy. Linkages with the formal sector, such as businesses and government, shall also be established.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.16 Selected Informal Sub-Sector information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and Trends	
Inventory of areas occupied by informal settlements	Provides information on location and area occupied by settlements and percentage to total city area Track growth by using time-series (at least 5 years) presentation
Population and number of households	Provides information on population size and number of households per settlement area and percentage of the total population to total city population Use time-series (at least 5 years) presentation
Socio-economic characteristics	Provides information on education, income, ethnicity, health status, public safety conditions, etc.

	Provides information on type of employment and livelihood (home-based livelihood workers, street hawkers, ambulant vendors, etc.)
Services and goods	Provides an inventory of services/ goods provided (construction labour, retail goods, food, etc.) Determine linkages to formal sector firms
Number of firms and productivity	Provides an estimate of the number of informal sector firms and the value of their production Estimate production share to total city production levels
2. Support Facilities and Services	
Physical infrastructure and facilities	Provides information on the type and quality of roads, water supply, drainage, health facilities, etc. in settlements
Credit and finance	Provides information on support programs in terms of available credit and other financing facilities provided by government and/ or non-government organisations Provides information on accessibility to informal forms of credit and finance facilities
Other support programs and technical assistance	Provides information regarding support programs provided by government and/ or non-government organisations such as skills and livelihood training, formal education, health outreach, etc.
3. Affecting policies	
Inventory of international, national, provincial and local policies that directly and will directly affect informal sector economic activities	Provides information regarding the present and future enabling policy environment such as business registration regulations, taxation, etc.
4. Major programs and projects in the pipeline	
Inventory/ description of related programs and projects that have been approved for implementation	Provides information regarding upcoming developments that may affect the informal sector such provision of financing mechanisms, regularisation of labour, etc.
5. Current and projected needs	
Institutional requirements	Provides an indication on what institutional support , i.e., training, financial assistance, etc. are needed in the sub-sector
Infrastructure and services support requirements	Provides an indication of what support infrastructure and services should be enhanced and provided
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to address the issue of informal sector economic activities such as regional development, planning and building regulations, etc.

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.17 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Surveys	Survey of informal settlement households
	Secondary	
	Records and reports Media review	Population Welfare Department Social Welfare Department Katchi Abadi Authority District Offices Local Government Non-government Organisations Various media sources
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Population Welfare Department - Social Welfare Department - District Offices - Local Government - Informal Settler Associations - Non-government Organisations
	Physical inspection of settlements	Selected informal settlement sites

<u>Business climate</u>

Local economic development can largely be realised by spurring business activities, both from the formal and informal sectors. In order to achieve this, it is essential for the government to facilitate business formation and create an enabling environment which will foster their sustainability. It is thus important to examine government policies, regulations and actions to determine if there are hindering factors that may have to be dismantled. Aside from the government, it is also equally important to examine other factors that affect the business climate such as availability of skilled manpower, private finance, utilities and infrastructure, etc. Attention will be given to the "cost of doing business" in the city to ascertain its competitiveness at the national and global settings.

The review of the local business climate may be done through the following:

- Internal review of rules, procedures and regulations that affect businesses

This will include the following the inventory/ documentation and analysis of the following aspects:

1. Business incentives offered by the city in comparison with those offered by "role model" cities in the country and internationally.
2. An inventory of national and local taxes that affect business and those that may discourage firms from relocating their businesses to the city or people from starting up new businesses.

3. Ease of starting a new business by determining the number of steps involved and the cost (including the cost of corruption).
4. Investment approval requirements and processes for foreign firms and joint ventures.
5. System of property rights and ownership.
6. Laws and regulations that affect the operations of informal businesses
7. Types of government support that are available to the informal sector such as training, micro-finance, etc.
8. Types of marketing and promotion activities done by the city to promote itself.

- Identification of the business concerns of the formal and informal sectors

These may be done through a "local business enabling environment survey," focus group discussions and/or structured interviews.

1. The "local business enabling environment survey" in the form of a structured questionnaire, should seek to:[8]

   - find out about individual businesses, how long they have been established, number of employees, skills, products produced, exports and supply chain information (clusters and linked activities);
   - establish what the business community thinks are the major strengths, weaknesses, opportunities and threats that face the area;
   - establish the types of problems that are faced by businesses when dealing with the city government and other tiers of government;
   - enquire as to what needs businesses have, what ideas they can bring to the city's development; and,
   - establish contact with local businesses to ensure that an on-going business relationship is formed with the city government

2. The concerns of the informal sector may be done through focus group discussions and key informant interviews with trade associations or individual entrepreneurs.

Summarise findings and observations

The local economy should then be analysed holistically in light of the sub-sectoral findings above. Such an assessment should be done in participatory settings and participation of the LED Steering Committee and Technical Working Group, along with an extended stakeholders group, is highly recommended.

There are several tools that may be used to assist in the analysis and gain an understanding of the city's economy, depending on data availability. The most commonly used tools include Sector Share Analysis, Shift-Share Analysis, Location Quotient, Economic Base Analysis and SWOT Analysis[9]. These tools and the information they provide are presented in the table below:

[8] LED primer
[9] A comprehensive list and discussion of various tools for analysis is provided in the Full LED Guide published by the Cities Alliance.

Table 2.18 Commonly used tools to understand the structure of the local economy

Area of Analysis	Tools for Analysis	Information provided
Understanding the city's economic structure	Sector Share Analysis	Basic structure of the local economy
		Dominant economic sector in terms of Production, employment and output
	Shift-Share Analysis	Performance of the local economy's different sectors relative to a reference economy, such as the province or the country
		Degree by which local employment growth is influenced by national employment growth
		Degree by which the city's total employment growth is influenced by the various economic sub-sectors
		Understanding of the relationship between the city's economic growth and developments in other sectors of the city
Determination of the city's economic specialisation	Location Quotient Analysis	Shows the specialisation (or importance) of the city's various economic activities relative to that of a larger area, such as the province
Determination of the city's economic base	Economic Base Analysis	Degree by which the city's economy is driven by its export-oriented firms Identifies which type of firms drives the city's export economy Provides information on the proportion of the city's labour force working in the export sector
Assessing the city's competitiveness	Benchmarking	Performance of the city's economy in relation to a reference economy such as other similar cities in the country and internationally
	SWOT Analysis	Provides information on the city's overall economic strengths, weaknesses, opportunities and threats Provides information on the SWOT of a particular economic aspect in relation to another aspect of the economy

Findings and observations obtained quantitatively and qualitatively could be captured and summarised into a list of the economic sector's SWOT. A sample sector summary SWOT matrix is shown below.

Table 2.19 Summary SWOT List – Economic Sector

Sub-sector	Strengths	Weaknesses	Opportunities	Threats
Commerce				
Industry				
Tourism				
Agriculture				
Livestock and Fisheries				
Forestry				

Informal Sector				
Business Climate				

2.2.4 Social Services Sector

Assessment in this sector revolves around the level of human development in the city and the associated service provisions being provided by the city government, non-government organisations and the private sector and the subsequent implications to local economic development. Divided into several sub-sectors to facilitate and systematise analysis, this stage of the assessment will converge to form a holistic picture of the Social Services sector.

The framework of analysis could be similar to that of the Economic sector as shown below:

- An examination of sub-sectoral profiles and trends that reflect the level of human development
- An assessment of the kind and adequacy of facilities and infrastructure that support sub-sector activities
- An assessment of national, provincial and local policies that affect sub-sectoral activities
- An assessment of pipelined major programs and projects that will affect sub-sectoral activities
- An assessment of current and projected needs in terms of enabling policies, support infrastructure, etc.

The assessment could likewise be according to the following steps:

- Prepare a plan for data collection, processing and analysis

Using the initial set of key indicators as a guide, a more detailed set of sector-specific data requirements should be developed according to the agreed framework of assessment. Once these have been firmed up, a plan on how to process and what aspects to examine should be laid out.

Sample statistical tables are presented in Appendix B.

- Determine means of data collection and possible sources

How and where data could be collected should also be determined at the onset. A mixture of quantitative and qualitative methods will most likely be employed and information will be collected from both primary and secondary sources.

- Summarise findings and observations

The findings and observations in the sector should be summarised. The Strengths-Weaknesses-Opportunities-Threats (SWOT) framework would be useful to organise these. The sector-specific SWOT outputs could then be used as inputs at the convergence point, that is, during the inter-sectoral assessment which will become the basis of strategy formulation.

Health

The Health Sub-sector deals with the health profile of the population, quality of government, private and non-government organisation health services measured as well as services provided by the informal sector.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.20 Selected Health Sub-Sector information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
General health situation	Presents key health indicators such as Morbidity Rate, Malnutrition Rate, Crude Death Rate, Infant Mortality Rate, etc. Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
Leading causes of morbidity	Presents the top ten causes of morbidity Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
Leading causes of mortality	Presents the top ten leading causes of death. Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
Rate of malnutrition	Presents the malnutrition rate according to degree of severity (first, second or third) per Union Council. Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
2. Facilities and services	
Government and private medical health facilities and personnel	Provides an inventory of the type, capacity and physical condition of health facilities (District, TMA and UC) and their corresponding personnel complement (doctors, nurses, lady health workers, female health technicians, etc.). Compare with existing national standards[10]
Traditional *unani* and *ayurvedic* facilities and services	Provides an inventory of service providers of traditional medical practices
Informal structures	Provides an inventory of informal structures and the services they provide (ex. General merchandise stores selling medicines)
Number of households with sanitary toilet facilities	Provides information per Union Council and in comparison to the total city population
3. Accessibility of facilities and	

[10] See requirements in the National Reference Manual on Planning and Infrastructure Standards, Ministry of Housing & Works, Environment & Urban Affairs Division

services	
Mapped location of health facilities	Provides information regarding accessibility of facilities to the population in relation to the location and distribution of the population and presence and condition of access roads
4. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as public health sector reform agenda, hospital facility standards, etc.
5. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment the present level of service
6. Current and projected needs	
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to improve quality of services
Current and projected needs for health facilities (number of beds, services, etc.) and personnel based on national service standards	Provides an assessment of needs based on existing and projected population and national standards Present also according to the perceptions of health services providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.21 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Health personnel surveys and patients' surveys	Structured survey amongst personnel from government health units, private health facilities, informal health service providers and the community at large
	Secondary	
	Records and reports Media review	Health Department EDO (Health) Maternal and Child Health Care Centres Basic Health Units Rural Health Centres Tehsil Headquarter Hospital District Headquarter Hospital Local Government Private facilities (regular hospitals, nursing homes/ centres, clinics) Health-related non-government organisations Various media sources
Qualitative	Primary	

	Focus group discussions Key informant interviews	Key representatives from: - Government health units - Private health facilities - Informal health service providers - Business community
	Physical investigation of facilities	Selected government and privately-owned health facilities

Education and Literacy

The Education and Literacy sub-sector should portray a picture of the educational and literacy levels of the population. It should also include an inventory and assessment of government and private sector educational services available in the city. The efficiency levels of these services could be gauged from the key indicators and compared with other cities in the province or even internationally. The course offerings of colleges and universities, to include vocational-technical courses, should also be examined in light of future trends in business and employment.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.22 Selected Education and Literacy Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
General education and literacy situation	Provides information on key education and literacy indicators such as percentage of population according to highest educational attainment and literacy rate. Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
Enrolment participation rates	Provides ratios of those enrolled to the school going age population per age bracket using time series data (say past 5 years) in comparison with national, provincial and other cities' rates
Drop-out rate	Provides ratios of information on the proportion of students who didn't finish schooling per level using time series data (say past 5 years) in comparison with national, provincial and other cities' rates
Projected school-going age population over the planning period	Provides information on the projected number of students by level over the planning period
2. Facilities and services	
Government and privately-owned schools and universities	Provides an inventory of schools by level, type, facilities, physical condition, number of teaching personnel and total enrolment Include vocational and technical schools
Student - teacher and student - classroom ratio by level	Provides ratios indicating adequacy of classrooms and teaching personnel in government and privately-owned schools and universities

	Compare summary ratios with national, provincial and other cities' rates Compare with existing national standards[11]
3. Accessibility of educational facilities	
Mapped location of educational facilities	Provides information regarding accessibility of educational facilities to the school-going age population in relation to the location and distribution of schools, presence and condition of access roads, and students' safety
4. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as reforms to the educational system, schools facility standards, etc.
5. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment the present level of service
6. Current and projected needs	
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to improve quality of services
Current and projected need for educational facilities	Provides information on requirements for classrooms and other facilities based on existing and projected population and national standards Present also according to the perceptions of education and literacy services providers and the community
Projected need for educational personnel	Provides information on requirements for teaching and non-teaching personnel based on existing and projected population and national standards Present also according to the perceptions of education and literacy services providers and the community
Projected need for educational courses	Provides information on needs for future educational skills according to the perceptions of educators and the business community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.23 Type of data, means of data collection and possible sources

Type of data	Means of Data Collection	Possible Sources
Quantitative	Primary	

[11] Ibid.

	Surveys	Structured survey amongst personnel from government and privately-owned schools and the community at large
	Secondary	
	Records and reports	Ministry of Education Education and Literacy Department EDO (Education) Local Government Government owned schools Privately-owned schools
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Education and Literacy Department - Schools and learning institutions - Student groups - Parents and teachers associations - Business community
	Physical investigation of facilities	Selected government and privately-owned educational facilities

Social and Population Welfare

The Social and Population Welfare Sub-sector deals with the disadvantaged segment of the population and the services and facilities made available to them. Assessment should be oriented towards ensuring inclusive economic growth such that the disadvantaged are given maximum opportunities to participate productively in society.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.24 Selected Social Welfare Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Poverty incidence	Provides information on the number and percentage of the city's population living under the poverty threshold. Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
Profile of disadvantaged groups	Provides an inventory and profile of disadvantaged groups such as families, women, children and youth, senior citizens, disabled and victims of natural and man-made disasters Use time series (say past 5 years) presentation
2. Facilities and services	
Social and population welfare facilities and personnel	Provides an inventory of social and population welfare organisations (government, private, Voluntary Social Welfare Agencies, etc.), the services each of them and their corresponding personnel complement (including social

	service volunteers).
3. Accessibility of facilities and services	
Mapped location of facilities	Provides information regarding accessibility of facilities to the population in relation to the location and distribution of the population and presence and condition of access roads
4. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as mandatory requirements for facilities, benefits, etc.
5. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment the present level of service
6. Current and projected needs	
Enabling policy environment requirements	Provide an indication of what policies and legislation could be initiated to improve the quality of services
Current and projected needs for facilities and personnel	Provide information on requirements based on existing and projected population and national standards Present also according to the perceptions of social and population welfare service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.25 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Structured survey amongst personnel from government social and population welfare units, non-government service providers
	Secondary	
	Records and reports	Social Welfare Department Population Welfare Department Women Development Department District Offices Local Government Non-government organisations
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Social Welfare Department - Population Welfare Department - Women Development Department - Women's groups, senior citizens groups, etc.

		- Non-government organisations
	Physical investigation of facilities	Selected government and privately-owned social and population welfare facilities

Culture

This involves an assessment of the adequacy cultural facilities and services. These may include museums, exhibition and art galleries, public halls and community centres, public recreation facilities, public libraries as well as heritage sites. Assessment will also include regularly held shows, fairs, festivals and holidays which highlight local and national culture.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.26 Selected Culture Sub-sector information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Facilities and services	
Cultural facilities and services	Provides an inventory of existing cultural facilities and services and clients served Provides a description of the physical condition of cultural facilities including availability of auxiliary facilities thereat (toilets, benches, lights, etc.)
Events held	Provides an inventory of the type and number of regular and special events held on a yearly basis
Visitor arrivals	Provides the number of visitors in the cultural facilities Use time-series (past five years) presentation
2. Accessibility of facilities and services	
Mapped location of cultural facilities	Provides information regarding accessibility in relation to the location and distribution of the population and presence and condition of access roads
3. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as heritage conservation laws, legal holidays, etc.
4. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment the provision of culture-related services and facilities
5. Current and projected needs	
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to improve quality of services
Current and projected needs for	Provides estimates based on existing and projected

facilities and personnel	population and standards and directives, if any Present also according to the perceptions of culture services providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.27 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Needs and satisfaction surveys amongst visitors and guests
	Secondary:	
	Records and reports	Culture Department Antiquities Department Local Government Non-government organisations Media
Qualitative	Primary:	
	Focus group discussions, key informant interviews	Key representatives from: - Culture Department - Antiquities Department
	Physical inspection of facilities	Selected cultural facilities

<u>Sports and Recreation</u>

This involves an assessment of the adequacy of amenities, facilities and services in terms of physical, mental and social development of the community. Assessment should include accessibility to the serviced population as well as the condition of the facilities found thereat.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.28 Selected Sports and Recreation Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Facilities and services	
Existing sports and recreation facilities and services and their status	Provides an inventory of sports and recreation facilities according to number, type, ownership, land area and location including those in schools and private residential areas Provides a description of the physical condition of the sports and recreation facilities including availability of auxiliary facilities thereat (toilets, benches, lights, etc.)
Events held and visitor arrivals	Provide an indication on the number and type of events held as well as the number of visitor arrivals in the major

	sports and recreation areas Use time-series (past five years) presentation
2. Accessibility of facilities and services	
Mapped location of sports and recreation facilities	Provides information regarding accessibility in relation to the location and distribution of the population and presence and condition of access roads
3. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as service standard requirements, etc.
4. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment and improve sports and recreation activities
5. Current and projected needs	
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to improve quality of services
Current and projected needs for facilities and personnel	Provides estimates based on existing and projected population and standards and directives, if any Present also according to the perceptions of sports and recreation service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.29 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Needs and satisfaction surveys amongst visitors and guests
	Secondary	
	Records and reports	Sports Department Local Government Various schools
Qualitative	Primary	
	Focus group discussions, key informant interviews	Key representatives from: - Sports Department - Various schools
	Physical inspection of facilities	Selected sports and recreation facilities

Public Safety

The Public Safety Sub-sector is concerned with the capability of government to maintain peace and order and provide means to mitigate potential adverse effects of natural and man-made disasters. Assessment should revolve around the availability, appropriateness and efficiency of facilities and services.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.30 Selected Public Safety Sub-sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Crime incidence	Provides information regarding crime rate and crime incidence by type Use time-series (past 5 years) and comparative (national, provincial and adjacent towns) presentation.
Crime solution efficiency	Provides information regarding crime solution efficiency by type Use time-series (past 5 years) and comparative (national, provincial and adjacent towns) presentation.
Fire incidence for the last 5 years	Provides information regarding number of fires per year Use time series (past 5 years) presentation
Occurrence of natural and man-made disasters	Provides information regarding number of natural and man-made disasters and the number of affected people Use time series (past 5 years) presentation
Level of assistance to victims of natural and man-made disasters	Provides information on the number of assisted people and type of assistance given due to natural and man-made disasters Use time series (past 5 years) presentation
Mortality rates	Provides number of deaths per year Use time series (past 5 years) presentation
2. Facilities and services	
Civil defence services	Provides information on capability of civil defence services in terms of facilities, personnel and equipment to include jails, detention homes, patrol cars, etc.
Fire fighting services by facility, personnel and equipment	Provides information on capability of fire fighting services in terms of facilities, personnel and equipment to include fire trucks, safety gear, etc.
Emergency rescue (flood, famine and other disasters) services by facility, personnel and equipment	Provides information on capability of emergency rescue services in terms of facilities, personnel and equipment to include evacuation centres, rubber boats, etc.
Number and capacity of existing burial and burning places	Provides information on capability of existing burial and burning places in terms of area and accommodation

3. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as service standard requirements, etc.
4. Accessibility of facilities and services	
Mapped location of Public Safety facilities	Provides information regarding accessibility in relation to the location and distribution of the population and presence and condition of access roads Provides information regarding average response time in case of police and fire fighting services Provides information regarding distances, means of access, and time needed to reach evacuation centres Provides information regarding accessibility of burial and burning places to the community
5. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment the present level of service
6. Current and projected needs	
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to improve quality of services
Current and projected needs for facilities and personnel	Provides estimates based on existing and projected population and standards and directives, if any Present also according to the perceptions of public safety service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.31 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Satisfaction and needs household survey
	Secondary	
	Records and reports Media review	Home Department Sindh Police Provincial Disaster Management Authority Regional Office District Office Local Government Various media sources

Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Home Department - Sindh Police - Provincial Disaster Management Authority - Regional Office - District Office - Local Government - Disaster victims
	Physical inspection of facilities	Various public safety facilities

Summarise findings and observations

The salient findings and observations should be discussed by the LED Steering Committee and LED TWG. These may also be summarised through a SWOT list. It should be noted that the elements to be included in the list should be limited to those that have or will have direct bearing to local economic development.

Table 2.32 Summary SWOT List – Social Services Sector

Sub-sector	Strengths	Weaknesses	Opportunities	Threats
Health				
Education and Literacy				
Social and Population Welfare				
Culture				
Sports and Recreation				
Public Safety				

2.2.5 Housing

Housing Sector assessment will cover private, government, low income and informal housing. These should be assessed according to quantity and adequacy, geographic location, occupancy rates, and support infrastructure and community services. The type of government and non-government initiatives and support to housing support should also be included in the assessment. The availability of existing land banks and potential areas for housing development should also be examined in light of anticipated future requirements.

The framework of analysis that could be used is shown below:

- An examination of sectoral profile and trends that reflect the housing situation
- An assessment of the kind and adequacy of facilities and infrastructure that support sector activities
- An assessment of national, provincial and local policies that affect sectoral activities
- An assessment of pipelined major programs and projects that will affect sectoral activities
- An assessment of current and projected needs in terms of enabling policies, support infrastructure, etc.

The assessment could likewise be according to the following steps:

- Prepare a plan for data collection, processing and analysis

Using the initial set of key indicators as a guide, a more detailed set of sector-specific data requirements should be developed according to the agreed framework of assessment. Once these have been firmed up, a plan on how to process and what aspects to examine should be laid out.

Sample statistical tables are presented in Appendix C.

- Determine means of data collection and possible sources

.
How and where data could be collected should also be determined at the onset. A mixture of quantitative and qualitative methods will most likely be employed and information will be collected from both primary and secondary sources.

- Summarise findings and observations

The findings and observations in the sector should be summarised. The Strengths-Weaknesses-Opportunities-Threats (SWOT) framework would be useful to organise these. The sector-specific SWOT outputs could then be used as inputs at the convergence point, that is, during the inter-sectoral assessment which will become the basis of strategy formulation.

Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.33 Selected Housing Sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Profile and trends	
Housing Situation	Provides information such as ratio of housing units to total households, ratio of household population to occupied housing units, number of occupied and vacant housing units, housing backlog, etc. Use time series (say past 5 years) and comparative (with national, provincial and other cities) presentation.
Inventory of existing government and privately-developed housing areas	Provides an inventory showing land area, number of saleable lots, occupancy rates, infrastructure and utilities conditions Use time series analysis (past 10 years), as applicable
Inventory of Katchi Abadis	Provides an inventory showing land area, number of households and population, and quality of infrastructure/services in Katchi Abadis Use time series analysis (past 10 years), as applicable
Inventory of resettlement areas	Provides an inventory showing land area, number of families, infrastructure, utilities and community services

Inventory of government- and privately-owned land banks for housing	Provides an inventory of showing land area and potential capacity
Inventory of potential lands for housing	Provides an inventory of lands identified as suitable and available for housing development
Mapped location of existing housing areas (formal and informal), land banks and potential lands for housing	Provides information regarding accessibility in relation to the location and distribution of the population and presence and condition of access roads
2. Housing services	
Housing institutions	Provides an inventory of housing institutions (government, non-government and private) and the services (financing, self-help schemes, etc.) they provide
3. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as formalisation of settlements, on-site and services improvement, relocation, etc.
4. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could augment and improve the housing stock
5. Current and projected needs	
Enabling policy environment requirements	Provides an indication of what policies and legislation could be initiated to address the issue of housing activities such as regional development, planning and building regulations, etc.
Current and projected housing needs	Provides information on housing needs based on existing and projected population and national standards, if any Discuss also according to the perceptions of the community, social and population welfare services providers and other stakeholders

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.34 Type of data, means of data collection and possible sources

Type of data	Means of data collection	Possible sources
Quantitative	Primary	
	Housing Needs Surveys	Government and private offices Low income groups
	Secondary	
	Records and reports Media review	Cooperative Housing Authority Katchi Abadis Authority District Office Local Government

		Non-government organisations Private housing developers Various media sources
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Cooperative Housing Authority - Katchi Abadis Authority - District Office - Local Government - Non-government organisations - Private Housing Developers
	Physical inspection of facilities	Selected government, non-government and private-housing developments

Summarise findings and observations

The salient findings and observations should be discussed by the LED Steering Committee and LED TWG. These may also be summarised through a SWOT list. It should be noted that the elements to be included in the list should be limited to those that have or will have direct bearing to local economic development.

Table 2.35 Summary SWOT List – Housing Sector

Sub-sector	Strengths	Weaknesses	Opportunities	Threats
Housing situation				
Housing services				
Affecting policies				
Major programs and projects				

2.2.6 Environment Sector

The assessment of the Environment Sector covers the attributes of the city's land, air and water resources. The framework of analysis will revolve around the following:

- Characterisation of the environment and the condition of its various components
- Inventory and assessment of environmentally constrained areas
- Determination of areas suitable for urban development
- Inventory and assessment of the policy environment
- Inventory and assessment of upcoming developments that will likely affect environmental quality
- Determination of current and projected needs in terms of the policies, programs and projects

The assessment could likewise be according to the steps followed in the Economic and Social Sectors. Sample statistical tables are presented in Annex D.

Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.36 Selected Environment Sector Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Characterisation	
Topography and slope	Provides information on topographic relief, elevation, slope and surface drainage Present topographic, elevation, and slope classification maps and area breakdown
Soil map	Provides information on soil type, classification, suitability, etc. Present soil map and area breakdown
Land cover	Provides information on location of built-up areas, vegetation cover, surface water bodies, etc. Present land cover map and area breakdown
Hydrogeological conditions	Provides information on types of bedrock formation and location of surface waters and groundwater Present hydrogeological map and area breakdown
Mineral resources	Provides information on type and location of mineral resources Present mineral resources map and area breakdown
Freshwater bodies	Provides a general characterisation of lakes, rivers, etc. Provides information on utilisation (tourism, ports, settlements, etc.) and environmental condition Present map of freshwater bodies and area breakdown
Coastal and marine areas	Provides information on general characteristics, lengths, and boundaries, etc. to include fish sanctuaries, coral reefs, mangroves, sea grass beds and the like Provides information on utilisation (tourism, ports, settlements, etc.) and environmental condition Present coastal and marine resources map and area breakdown
Climatological conditions	Provides information on climate type, amount of rainfall, prevailing winds, mean temperature, etc.
Air quality	Provides information of air quality in urban and rural areas
Urban areas	Provides characterisation on the overall quality of the urban environment
2. Environmentally constrained areas	
Protected areas	Provides an inventory of areas declared and required by law such as reserved such as parks, wildlife, wetlands, watersheds, forests, historical and cultural areas, etc.

	Present reserved areas map and area breakdown
Risk and hazard-prone areas	Provides an inventory of areas prone to environmental risks and hazards such as flood, earthquake, tsunami, subsidence, etc. Present risk and hazard prone areas map and area breakdown
3. Areas suitable for urban development	
Areas suitable for urban development	Provides an inventory of areas that are not classified as Protected and not prone to environmental risks and hazards Present areas suitable for urban development map and area breakdown
4. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sector activities	Provides information regarding the present and future enabling policy environment such as laws, regulations, etc.
5. Major programs and projects in the pipeline	
Related programs and projects which will affect the sector that have been approved for implementation	Provides information on how these could affect environmental conditions
6. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for environmental protection, conservation or enhancement projects	Provides project recommendations based on requirements by laws and regulations and perceptions of the community

Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.37 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Environmental audit
	Secondary	
	Records and reports Media review	Environment Department Forest Department Agriculture Department Livestock and Fisheries Department Mines and Minerals Department Wildlife Department Culture Department

		Antiquities Department Provincial Disaster Management Office District Offices Local Government Various media sources
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Environment Department - Forest Department - Agriculture Department - Livestock and Fisheries Department - Mines and Minerals Department - Wildlife Department - Culture Department - Antiquities Department - Provincial Disaster Management Office - District Offices
	Physical inspection	Selected locations

Summarise findings and observations

The salient findings and observations should be discussed by the LED Steering Committee and LED TWG. These may also be summarised through a SWOT list. It should be noted that the elements to be included in the list should be limited to those that have or will have direct bearing to local economic development.

Table 2.38 Summary SWOT List – Environment Sector

Themes	Strengths	Weaknesses	Opportunities	Threats
Land				
Hydrogeology				
Freshwater bodies				
Coastal and Marine				
Climate				
Air				
Urban area				
Protected areas				
Risk and hazard prone areas				
Areas suitable for urban development				

2.2.7 Land Use and Transportation

Land use and transportation patterns should be assessed as a unit due to their close relationship. Analysis of this sector could be guided by the following framework:

- Characterisation of land use and transportation patterns
- Inventory and assessment of the policy environment
- Inventory and assessment of upcoming developments that will likely urban and transportation patterns
- Determination of current and projected needs in terms of the policies, programs and projects

The assessment could likewise be according to the steps followed in the preceding sectors. Sample statistical tables are presented in Appendix E.

Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.39 Selected Land Use and Transportation Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Characterisation	
Administrative boundaries	Provides information on boundaries of the district, city and Urban Councils Present administrative boundary map and area breakdown
Land classification	Provides information on location of government land (by category), private land, cantonment, etc. Present land classification map and area breakdown
Existing land use pattern	Provides information on existing land use pattern showing indicative locations of industrial, commercial, residential and peri-urban areas Provides information on road network pattern and salient features of the transportation system such as major terminals, intersections, etc. Present existing land use pattern map
Prevailing land use plan/ zoning map	Provides information regarding prevailing zone regulations Present in map form
Land values	Provides information on market values in selected locations
Urban environment	Provides information on the quality of the urban environment to include quality of urban design, walkability, energy efficiency, accessibility of open spaces, pollution levels, etc.
Modes of transportation	Provides an inventory and describes the conditions of available modes of transportation such as road, rail, sea or air
Road network	Provides an inventory of roads by hierarchy and physical conditions Provides a discussion on circulation and accessibility within the city and to/ from adjoining areas and major urban centres Provides discussion on vehicular traffic prone locations as well as flood prone locations Present road network map and area breakdown per road hierarchy

Road capacity	Provides information on road capacity, traffic volume and levels of service at critical locations
Ancillary road facilities	Provides information regarding presence and adequacy of sidewalks, pedestrian crossings, overpasses, traffic lights, etc. Provide ancillary road facilities map and photo information
Transportation terminals	Provides an inventory and conditions of transportation terminals to include those for local, regional and international transport, as applicable Present transportation terminals map
Anticipated spatial growth pattern	Provides information regarding anticipated manner and direction of urban growth over the planning period Present in map with diagrams
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sector activities	Provides information regarding the present and future enabling policy environment such as laws, regulations, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sector that have been approved for implementation	Provides information on how these could affect land use and transportation development
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for improvement and/ or expansion	Provide estimates based on existing and projected population according to standards and directives, if any Present also according to the perceptions of local government land use and transport regulators, private land developers and the business community

<u>Determine means of data collection and possible sources</u>

The plan on how to obtain information requirements may be guided by the following table:

Table 2.40 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Land use survey Traffic survey
	Secondary	
	Records and reports	Local Government Department Planning and Development Department

		Sindh Building Control Authority Transport Department Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Local Government Department - Planning and Development Department - Sindh Building Control Authority - Transport Department - Local Infrastructure and Services Office - Private developers - Transport operators - Industry associations
	Physical inspection of facilities	Selected locations in the city

Summarise findings and observations

The salient findings and observations should be discussed by the LED Steering Committee and LED TWG. These may also be summarised through a SWOT list. It should be noted that the elements to be included in the list should be limited to those that have or will have direct bearing to local economic development.

Table 2.41 Summary SWOT List – Land Use and Transportation Sector

Themes	Strengths	Weaknesses	Opportunities	Threats
Land use pattern				
Urban environment				
Modes of transportation				
Road network				
Road capacity				
Ancillary road facilities				
Transportation terminals				

2.2.8 Infrastructure

This assessment revolves around the status of service infrastructure in terms of its ability to meet the current and future requirements of the population and anticipated economic growth. Below is a recommended framework of analysis for the Infrastructure Sector:

- Inventory and status assessment in terms of adequacy, efficiency, sustainability and equity
- Inventory and assessment of the policy environment
- Inventory and assessment of upcoming developments that will likely affect service requirements
- Estimation of current and projected needs in terms of the policy environment and levels of service

The assessment could basically be similar to the steps followed in the preceding sectors. Sample statistical tables are presented in Appendix F.

Water supply and distribution

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.42 Selected Water Supply and Distribution Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Supply and distribution	
Ownership and Management	Provides information on ownership and management arrangements of the water supply and distribution system
Existing potable water supply sources	Provides an inventory of potable water supply sources (groundwater, surface water, etc.), capacities and status Use map presentation
Potential potable water supply sources	Provides an inventory and description of potential potable water supply sources Use map presentation
Potable water distribution system	Provides information on total area covered and number and type of consumers served Use map presentation
Water rates	Provides information on water rates for residential, commercial and industrial services Compare with other cities in the country and province
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, incentives, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the present level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service providers and consumers

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.43 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Household needs assessment survey
	Secondary	
	Records and reports	Local Government Department Water and Power Development Authority Private service provider, if any Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Local Government Department - Water and Power Development Authority - Private service provider - Local Infrastructure and Services Office
	Physical inspection of facilities	Selected potable water supply and distribution facilities

Drainage and flood control

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.44 Selected Drainage and Flood Control Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Service Coverage	
Ownership and Management	Provides information on ownership and management arrangements of the drainage and flood control system
Existing drainage and flood control system	Provides an inventory as to location, coverage, type, capacities and condition Use map presentation
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, standards, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the present level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any

	Present also according to the perceptions of service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.45 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Household needs assessment survey
	Secondary	
	Records and reports	Local Government Department Private service provider Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Local Government Department - Private service provider - Local Infrastructure and Services Office
	Physical inspection of facilities	Selected drainage and flood control facilities

Irrigation

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.46 Selected Irrigation Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Supply and Distribution	
Ownership and Management	Provide information on ownership and management arrangements of the irrigation system
Existing irrigation system	Provides an inventory as to source, location, coverage, type, capacities and condition Use map presentation
Potential sources of irrigation water	Provides an inventory and description of potential sources of irrigation water Use map presentation
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, standards, etc.
3. Major programs and projects in the pipeline	
Related programs and projects	Provides information on how these could affect the present

which will affect the sub-sector that have been approved for implementation	level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service provider and users

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.47 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Survey of farm households
	Secondary	
	Records and reports	Irrigation Department Water and Power Development Authority Executive Engineers Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Irrigation Department - Water and Power Development Authority - Executive Engineers - Local Infrastructure and Services Office
	Physical inspection of facilities	Selected irrigation facilities

<u>Power generation and distribution</u>

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.48 Selected Power Generation and Distribution Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Supply and distribution	
Ownership and Management	Provides information on ownership and management arrangements of the power generation and distribution system
Existing power supply sources	Provides an inventory of power supply sources (power generating plants, hydro, etc.), capacities and status Use map presentation

Potential power supply sources	Provides an inventory and description of potential power supply sources Use map presentation
Power generation distribution system	Provides information on total area covered and number and type of consumers served Use map presentation
Power rates	Provides information on power rates for residential, commercial and industrial services Compare with other cities in the country, province and internationally
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, incentives, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the present level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service providers and consumers

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.49 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Household needs assessment survey
	Secondary	
	Records and reports	Electric Power Department Water and Power Development Authority Local Electric Corporation Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Electric Power Department - Water and Power Development Authority

		- Local Electric Corporation - Local Infrastructure and Services Office
	Physical inspection of facilities	Selected power generation and distribution facilities

Information and Communications Technology

Information and Communication Technology services include internet providers, landline and mobile telephone providers, as well as radio and television networks.

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.50 Selected Information and Communications Technology Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Services and facilities	
Ownership and Management	Provides information on ownership and management arrangements of ICT services and facilities
Services and facilities	Provides inventory of ICT services and facilities and service coverage by type Use map presentation
Landline based telephone system	Provides information on area coverage and number of subscribers Provides information on subscription rates and compare these locally and internationally
Internet services	Provides information on area coverage and number of subscribers Provides information on subscription rates and compares these locally and internationally
Mobile phone services	Provides information on area coverage and number of subscribers Provides information on subscription rates and compares these locally and internationally
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, incentives, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the present level of service
4. Current and projected needs	
Current and projected policy	Provides recommendations to enhance the policy

requirements	environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service providers and consumers

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.51 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Household needs assessment survey
	Secondary	
	Records and reports	Information Technology Department ICT Service Providers Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Information Technology Department - ICT Service Providers - Local Infrastructure and Services Office

<u>Sewage collection and disposal</u>

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.52 Selected Sewage Collection and Disposal Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Service Coverage	
Ownership and Management	Provides information on ownership and management arrangements of the sewage collection and disposal system
Existing sewage collection and system	Provides inventory as to location, coverage, type, capacities and condition Use map presentation
Service rates	Provides information on service rates and compare locally and internationally
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, standards, etc.
3. Major programs and projects in the pipeline	
Related programs and projects	Provides information on how these could affect the present

which will affect the sub-sector that have been approved for implementation	level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.53. Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Household needs assessment survey
	Secondary	
	Records and reports	Local Government Department Environment Department Private service provider, if any Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Local Government Department - Environment Department - Private service provider, if any - Local Infrastructure and Services Office
	Physical inspection of facilities	Selected sewage collection and disposal facilities

<u>Solid waste management</u>

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.54 Selected Solid Waste Management Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Service Coverage	
Ownership and Management	Provide information on ownership and management arrangements of the waste management system
Type and volume of waste generated	Provides information regarding municipal and other related waste
Existing solid waste management system	Provides an inventory as to coverage, type, capacities, disposal system and condition and its efficiency

	Use map presentation
Service rates	Provides information on service rates and compare locally and internationally
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, standards, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the present level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.55. Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Waste generation and characterisation survey
	Secondary	
	Records and reports	Local Government Department Environment Department Private service provider, if any Local Infrastructure and Services Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Local Government Department - Environment Department - Private service provider, if any - Local Infrastructure and Services Office
	Physical inspection of facilities	Selected solid waste management facilities

Toxic and hazardous waste management

- Prepare a plan for data collection, processing and analysis

The following table provides a guide to data collection, processing and analysis:

Table 2.56 Selected Toxic and Hazardous Waste Management Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Service Coverage	
Ownership and Management	Provide information on ownership and management arrangements of the waste management system
Type and volume of waste generated	Provides information regarding industrial, hospital and other related waste
Existing toxic and hazardous management system	Provides an inventory as to coverage, type, capacities, disposal system and condition and its efficiency Use map presentation
Service rates	Provides information on service rates and compare locally and internationally
2. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sub-sector activities	Provides information regarding the present and future enabling policy environment such as regulations, standards, etc.
3. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the present level of service
4. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for system improvement and/ or expansion	Provides recommendations based on existing and projected population and standards and directives, if any Present also according to the perceptions of service providers and the community

- Determine means of data collection and possible sources

The plan on how to obtain information requirements may be guided by the following table:

Table 2.57. Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Primary	
	Surveys	Toxic and hazardous waste characterisation survey
	Secondary	
	Records and reports	Environment Department Private service provider, if any Local Infrastructure and Services Office Hospitals Industrial Establishments
Qualitative	Primary	
	Focus group discussions	Key representatives from:

	Key informant interviews	- Environment Department - Private service provider, if any - Local Infrastructure and Services Office - Hospitals - Industrial Establishments
	Physical inspection of facilities	Selected toxic and hazardous waste management facilities to include government and private hospitals

Summarise findings and observations

The salient findings and observations should be discussed by the LED Steering Committee and LED TWG. These may also be summarised through a SWOT list. It should be noted that the elements to be included in the list should be limited to those that have or will have direct bearing to local economic development.

Table 2.58 Summary SWOT List – Infrastructure Sector

Sub-sector	Strengths	Weaknesses	Opportunities	Threats
Water Supply and Distribution				
Drainage and Flood Control				
Irrigation				
Power Supply and Distribution				
Information and Communications Technology				
Sewage Collection and Disposal				
Solid Waste Management				
Toxic and Hazardous Waste Management				

2.2.9 Governance

The assessment of the Governance mechanism focuses on the planning and implementation capability of the local government and is not intended to be a full management review. Emphasis should be placed on the assessment of the staff and organisational competencies at the executive level in relation to local economic development planning and implementation.

The city government's financial situation should also be assessed in terms of its capacity to implement short-term programs and projects. This will be complemented by an inventory of possible co-financing schemes which may be implemented by the city government with the private sector, non-government organisations or other development partners.;

An inventory and assessment of development-oriented national and local legislation should also be undertaken. Much of this work would have already been accomplished at the preceding sectors and these should be pulled together to obtain a holistic view of the legislative and policy environment.

The assessment may be guided by the following framework:

- Assessment of the city government's local economic development planning and implementation capability
- Assessment of the city government's financial resources
- Assessment of the policy environment

The assessment could basically be similar to the steps followed in the preceding sectors. Sample statistical tables are presented in Appendix G.

<u>Prepare a plan for data collection, processing and analysis</u>

The following table provides a guide to data collection, processing and analysis:

Table 2.59 Selected Governance Information

Basic Information	Guide to Data Collection, Processing and Analysis
1. Planning and implementation capability	
Local economic development planning and implementation actors	Provides information on the key departments involved in local development planning and implementation, organogram and personnel complement Provides information regarding their roles in local economic development planning and implementation Provides actual functions performed by the identified departments
Networks within the local government	Provides information on accessibility to and level of support provided by the these departments to the Mayor, Chief Executive and Council in terms of local economic development planning and implementation concerns Provides information on the functional relationships of these offices in terms of local economic development planning and implementation concerns
Networks outside the local government	Provides information on the formal arrangements of the city government with external government agencies/ bodies in terms of project identification, implementation and financing Provides information on the formal arrangements of the city government with non-government organisations and the private sector in terms of project identification, implementation and financing Provides information on the type of participation of Union Councils in planning and implementation
Local council	Provides an inventory of local economic development-oriented legislation passed by the local council
2. Financial resources	
Income statement	Provides information on the city government's revenues and expenditures (past 5 years)

	Provides information on the top sources of revenues (past 5 years) Provides information on the city government's internal capacity to finance capital projects Provides information on the city government's borrowing capacity
Capital improvement plans	Provides a review of accomplishment of programmed capital projects
Fund transfers	Provides information on the amount of funds that have been transferred from other tiers of government (such as provincial) and calculates its share to total city revenue (past 5 years)
3. Affecting policies	
Inventory of national, provincial and local policies that directly and will directly affect sector activities	Provides information regarding the present and future enabling policy environment such as laws, regulations, etc.
4. Major programs and projects in the pipeline	
Related programs and projects which will affect the sub-sector that have been approved for implementation	Provides information on how these could affect the city government's present governance and financial capabilities
5. Current and projected needs	
Current and projected policy requirements	Provides recommendations to enhance the policy environment in terms of laws and regulations
Current and projected needs for improvement	Provides recommendations based on the perceptions of city government's executive and legislative branches as well as the community stakeholders

<u>Determine means of data collection and possible sources</u>

The plan on how to obtain information requirements may be guided by the following table:

Table 2.60 Type of data, means of data collection and possible sources

Type of Data	Means of Data Collection	Possible Sources
Quantitative	Secondary	
	Records and reports	Local Government Department Finance Department Local Chief Executive Local Finance Office
Qualitative	Primary	
	Focus group discussions Key informant interviews	Key representatives from: - Local Government Department - Finance Department - City Mayor - Local Chief Executive

		- Local Finance Office

<u>Summarise findings and observations</u>

The salient findings and observations should be discussed by the LED Steering Committee and LED TWG. These may also be summarised through a SWOT list. It should be noted that the elements to be included in the list should be limited to those that have or will have direct bearing to local economic development.

Table 2.61 Summary SWOT List – Governance Sector

Sub-sector	Strengths	Weaknesses	Opportunities	Threats
Planning actors				
Networks within the local government				
Local council				
Financial resources				

2.3 LOCAL ECONOMY ASSESSMENT

The findings and observations gathered from the preceding activity should be pulled together to form an integrated assessment of the local economy. The assessment should focus only on obtained information that are meaningful, informative and have direct relevance to creating a strategy for local economic development. The rest of the gathered information would have to be annexed to the document and used as references.

It is advisable that a consensus is reached at the onset regarding what information will be included in the integrated assessment and what the outline of the presentation will be. This will provide an organising framework in doing the assessment. The final output will be a brief write-up which could include:[12]

- Definition of main problems
- Internal analysis: strengths and weaknesses
- External analysis: opportunities and threats
- Identification of critical issues

The local economy assessment may be done by the LED TWG or by an experienced consultant. In any case, the outputs would be subjected to the review of and discussions with the LED Steering Committee. The local economy assessment will provide a strong and informed basis in the identification of the local economy's strengths, weaknesses, opportunities and threats. This will particularly be used as a common reference point by the Stakeholder Group who will participate in the next stage – Integrated SWOT Assessment.

2.4 INTEGRATED SWOT ASSESSMENT

A city's competitive advantage could be determined through a SWOT assessment since competitiveness is a factor of internal (strengths and weaknesses) and external (opportunities and threats) forces. A thorough understanding of these factors provides an informed basis in the formulation of a focused economic development strategy.

[12] LED Primer

The elements in the individual sectoral SWOT Assessments that were done at the Initial Assessment stage should be consolidated at this stage. An integrated SWOT Assessment Matrix will provide a composite picture of the internal and external forces affecting the city's economy. An example of this matrix is illustrated below:

Table 2.62 Sample integrated SWOT Assessment Matrix

	Strengths	**Weaknesses**
INTERNAL	• Demography • Economic • Social Services • Environment • Land Use and Transportation • Infrastructure • Governance	• Demography • Economic • Social Services • Environment • Land Use and Transportation • Infrastructure • Governance
	Opportunities	**Threats**
EXTERNAL	• Demography • Economic • Social Services • Environment • Land Use and Transportation • Infrastructure • Governance	• Demography • Economic • Social Services • Environment • Land Use and Transportation • Infrastructure • Governance

Each strength, weakness, opportunity and threat should be re-evaluated and prioritised in order to cull-out the critical issues. Examples of prioritisation criteria include the following, amongst others:[13]

- For internal factors

  - Is the strength/weakness an emerging, existing, temporary or declining trend?
  - For how long will the strength/weakness have an impact and when will this occur?
  - Will the impact of the strength/weakness be significant or insignificant?
  - Is it possible to control the impact of the strength/weakness?

- For external factors

  - Is the opportunity/threat an emerging, existing, temporary or declining trend?
  - For how long will the opportunity/threat have an impact and when will this occur?
  - Will the impact of the opportunity/threat be significant or insignificant?
  - Is it possible to control the impact of the opportunity/threat?

Those at the top of the list are the critical issues which should be the focus of the LED strategy. It is recommended that these be limited in narrow in order to arrive at a strategy that is focused and more implementable.

This integration stage should be done with the Stakeholder Group composed of no more than 60 members. This may be done through a workshop to be facilitated either by the LED TWG or by a consultant.

[13] Ibid.

SECTION 3 – STRATEGY MAKING

Strategy making should follow a rational and logical sequence which starts with the portrayal of "where we want to go" based on a clear understanding of the local economy. The means on "how to get there" should then be brought to systematic and manageable actions. This process may be illustrated by a Vision-to-Projects continuum which is illustrated below:

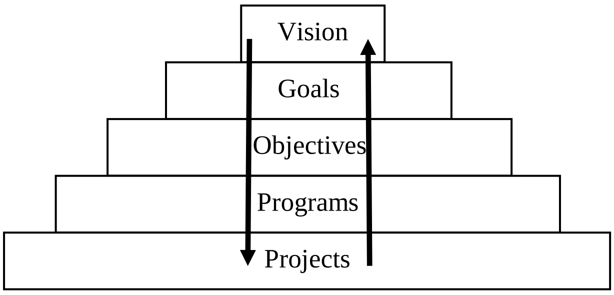

Figure 3.1 Vision-to-Projects Continuum

3.1 ESTABLISH VISION, GOALS AND OBJECTIVES

3.1.1 LED Vision

A vision is defined as "a description of the stakeholders' preferred economic future for the community, that is, where the city wishes to be in the future. It is intended to achieve the following: "[14]

- Give an idea of the desired future of the city
- Makes clear the shared valued and guiding principles of the LED Strategy
- Provide a reference point to keep stakeholders (and the community) focused on key issues
- Inform and guide long term decisions

The LED Vision should be formulated within the term of the LED Strategy, i.e., five-years. It should be anchored on the local economy and SWOT assessment and formulated through stakeholder participation. Such participation is essential to facilitate stakeholders' "ownership" of the vision to sustain their support during plan implementation. This may be done through a single workshop session with participation of the LED Steering Committee, LED TWG, and the extended Stakeholders Group where consensus and commitments are made. Consultation may also be done through a series of presentations and discussions with various stakeholder groups, such as with the Chamber of Commerce and informal sector associations, and then summarising the results. The approaches will vary depending on the depth of consultations preferred by the LED Steering Committee.

The final vision statement should be short, clear, inspiring, powerful and compelling. Below are some examples of local economic development-oriented vision statements:

[14] LED Primer

- "By 2010, this city will have a dynamic, business-oriented government and be characterised by an attractive business enabling environment that provides the basis for a wide range of entrepreneurial and employment opportunities."[15]

- "A scenic premiere city thriving with business and economic opportunities, guided by dynamic and efficient local leadership, and home to self-reliant, healthy, and morally upright people."[16]

The Vision is the first step in the Vision-to-Projects continuum and serves as the basis from which succeeding goals, objectives, programs and projects will be developed. It is also the "guiding post" by which actions below it are identified. Conversely, projects, programs, objectives and goals should be ensured to be contributory towards the attainment of the vision.

3.1.2 Goals

Goals are broad statements of desired outcomes in response to the Vision. Goals bring the vision down into more concrete terms and should also be able to address the critical issues identified in the SWOT assessment. They should have short and medium-term orientations following the period of LED Strategy implementation. To achieve a strategic plan, it has to be ensured that goals are focused towards local economic development and its number limited to six.

Examples of LED oriented goals include the following:[17]

- Goal 1: To transform the municipal government so that it is responsive to business customer needs.
- Goal 2: To enable the appropriate provision of business services and conditions to support the development and expansion of new and expanding businesses.
- Goal 3: To develop the built and human infrastructure capacity needed for business growth
- Goal 4: To attract new and inward investment projects from the private, public and third sectors, maximising opportunities from the donor community

3.1.3 Objectives

Objectives are the third element in the Vision-to-Projects continuum. Objectives are formulated in response to each Goal and break each Goal down into more manageable components. Objectives are crafted in more specific terms and set the standards and targets of the LED Strategy. This is one of the critical points where the success of the strategy will be measured during the Monitoring and Evaluation stage. The widely accepted nature of objectives is that these should be SMART – specific, measurable, attainable, realistic and time-bound.

Examples of LED oriented objectives, and their relationship to goals, are shown in the table below:[18]

[15] Ibid.
[16] HLURB CLUP Guidelines, Volume 1
[17] Ibid.
[18] Ibid.

Table 3.1 Objectives in response to Goals

Goals	Objectives
To transform municipal government so that it is responsive to business customer needs.	By 2006, to improve business processes liaison and services so that business surveys indicate a 90% satisfaction rating for all interactions with the municipality.
To enable the appropriate provision of business services and conditions to support the development and expansion of new and expanding businesses.	By 2006, to ensure, through business attitude surveys, that the local business enabling environment is considered greatly improved by 80% of businesses.

3.2 IDENTIFY PROGRAMS AND PROJECTS

3.2.1 Programs

A program is a set of actions which seek to achieve an objective and the corresponding goal and will comprise short and medium-term projects. There will most likely be many proposed programs that will be initially identified to address the various objectives of the LED Strategy. These should be carefully assessed and the numbers brought down into manageable terms, six being the recommended maximum. There are several criteria which may be used in selecting the appropriate programs, some of which are:[19]

- The significance of the expected benefits and impacts
- The ability to address the most important goals and objectives
- The ability to build on and enhance the competitiveness of the city
- The availability of resources needed to implement the program
- The presence of stakeholder support
- The city government's organisational and financial capability
- The ability to complement other programs

Examples of LED oriented programs, and their relationships to objectives, are shown below:[20]

Table 3.2 Programs in response to Objectives

Objectives	Programs
By 2006, to improve business processes liaison and services so that business surveys indicate a 90% satisfaction rating for all interactions with the municipality.	Encouraging local business growth
	Encouraging new enterprise
	Promoting new investment
By 2006, to ensure, through business attitude surveys, that the local business enabling environment is considered greatly improved by 80% of businesses.	Investment in hard strategic infrastructure
	Investment in sites and premises for business
	Investment in soft infrastructure

[19] LED Manual
[20] Ibid.

3.2.2 Projects

A project is "a well-defined activity that has clear objectives and purpose, is viable, realistic and has measurable or observable impacts and outputs."[21] A set of projects should be identified for each program with attention given to the desired outputs indicated in the objectives. As in objectives, projects should also be SMART.

There will also be a host of project ideas per program that will be identified. Again, it is important that these be assessed and prioritised to achieve a strategic plan with manageable targets. A set of qualitative criteria could be employed particularly if quick decisions have to be made. Some of these criteria are shown below:

- Degree of contribution to the achievement of the specific program's objective
- Potential to contribute to the achievement of several objectives
- Immediacy of generating the desired results
- Level of needed pre-conditions (site acquisition, change in regulations, etc.)
- Can be implemented with available financial resources
- Can be implemented with the available organisational and management skills in the city government
- Presence of stakeholder support

Projects that can easily and quickly be implemented and having visible impacts should be prioritised. These are essential to "jumpstart" the LED Strategy implementation stage and garner support from stakeholders. Moreover, whilst project identification is initiated per program, there will be cross-cutting ones or those having the ability to positively impact several objectives. These ones should also be prioritised since they provide economies of scale.

Projects that are complex, say in terms of possible socio-economic and environmental impacts or with significant investment requirements may have to be assessed through more quantitative and detailed measures such as feasibility studies and cost-benefit analyses. These studies may also require substantial amount of resources and may be considered as distinct projects by themselves.

Examples of LED oriented projects, and their relationships to programs, are shown below:[22]

Table 3.3 Projects in response to Programs

Programs	Projects
Encouraging local business growth	Business advisory and assistance centre
	Initiate and establish a 'one-stop shop' to facilitate better government-business relations
Encouraging new enterprise	Business incubator
	Micro-finance loans
Promoting new investment	Development of incentive guidelines for attracting business, and for expanding or start-up businesses
	New business network or forum
Investment in hard strategic	Extension of a road or the provision of utilities to

[21] Ibid.
[22] Ibid.

infrastructure	new industrial sites
	Improvement of a vital service (waste water treatment, or public transit)
Investment in sites and premises for business	Regeneration of old factory buildings
	Public-private partnership for the development of city-owned property
Investment in soft infrastructure	Training programs for new job skills acquisition
	Development of academic curricula geared to employment opportunities and business needs

SECTION 4 – STRATEGY IMPLEMENTATION

The individual projects have to be detailed in terms of cost, source of financing, management and supervision, time schedule, etc. These projects will then have to be pulled together into a concerted program of action which will guide the LEDS Coordinating Body during the life term of the LEDS implementation.

Means to institutionalise stakeholder participation and support during the implementation stage should also be determined along with a plan on how to communicate LEDS activities to various stakeholders should also be established.

4.1 PREPARE INVESTMENT PROGRAM

4.1.1 Prepare Project Action Plans

Implementation planning starts with the preparation of Project Action Plans (PAP) which provide respective details for each project such as:[23]

- Project description which includes purpose and project management and implementation mechanism
- Expected results which are related to the Goals and Objectives
- Identification of target groups or those who will benefit from the Project
- Possible Stakeholders and their possible contributions to the Project:
- Pre-requisites for Project implementation
- Risk factors which may hinder successful Project implementation
- Estimated costs and source(s) of funds
- Time for implementation
- Expected time to impact upon which the project may be evaluated
- Outputs which are measurable targets related to the Objectives

A prototype PAP table is presented in Table xx:[24]

Table 4.1 Prototype Project Action Plan

Project: # 6 **BUSINESS ADVISORY AND ASSISTANCE CENTRE**	**Program Type(s):** **Investment in Soft Infrastructure**
Short Description of the Project:	
Expected Results :	Target Group(s):
Possible Stakeholders:	Possible Contributions to the Project:
Prerequisites:	Risk Factors
Estimated Costs:	Source(s) of funds
Time for Implementation:	Time to Impact:
Outputs:	

[23] Culled from a sample Project Action Plan, LED Manual
[24] Modified from LED Manual

4.1.2 Prepare Financing Plan

The sources of funds for implementation should be identified. There will be projects that will entirely be funded by the city government out of its regular budget such as those that it is mandated to provide, such as public drainage. There are also those that could be funded by other government agencies such as regional roads. There are, however, possible sources aside from government such as local banks, international funding agencies and the private sector which have to be considered in preparing the Financing Plan. An inventory of possible financial sources is provided below:[25]

- Financial resources available to the city government
    - General revenues from taxes and transfers
    - Private equity (private investor funds) for public-private partnerships for land acquisition, site development, building renovation, or downtown renovation
    - Private equity (private company investments or contracts) for improvements to public infrastructure (public-private partnership) through: build-own-operate projects, long term lease arrangements, and management contracts whereby investor makes needed capital improvements
    - Debt financing from private banks for infrastructure construction, land preparation
    - Debt financing from international lenders (World Bank, European Bank for Reconstruction and Development, European Investment Bank) for infrastructure, roads, transport, ports
    - Sale or lease of local government-owned industrial or commercial properties
    - Special local fees such as development fees or building permits, user charges for utilities that are targeted for utility improvements or for LED improvements

- Examples of financing from other tiers of government
    - Education and Literacy Department: Secondary school programs, university faculties and polytechnics
    - Industries and Commerce Department: SME loan funds, SME training projects, SME advice centre, micro lending fund capitalization, loans to targeted industries or clusters
    - Labour Department: Skills training projects, job match projects, programs for unemployed
    - Ministry of Housing and Works: Direct construction of major infrastructure
    - National special purpose grants such as industrial parks development

- International sources of funds
    - Donor support for energy efficiency projects for industry expansion
    - Asian Development Bank/ World Bank/International Monetary Funds' SME projects (these funds may be channeled either through government

[25] LED Manual

agencies, or be given as grants to private non-profit agencies to administer programs)
- Donor agency grants for specific projects (usually through non-profit agencies)

- Private sources of funds

  - Private business financing for activities such as training, research contracts to universities, consulting
  - Private foundation or institute grants and financing to local not for profit organisations and institutions for research, training, project implementation
  - Private membership organisations such as a chamber of commerce
  - Business associations, unions
  - Private business investment

4.1.3 Prepare Integrated Investment Program

The PAPs should be pulled together to form an Integrated Investment Program (IIP). This summarises the PAPs and provides consolidated information on project costs, fund sources, implementation partners, timelines and targeted groups and beneficiaries. A sample format of the IIP is shown below:

Table 4.2 Sample format of Integrated Investment Program

No.	Project Name	Cost	Funding Source (%)				Implementing Partners	Implementation Schedule		Target Groups/ Beneficiaries
			City Govt	Provincial Govt	Donors	Private Sector		Start	End	

Source: Adopted from LED Manual

4.2 BUILD INSTITUTIONAL FRAMEWORKS

4.2.1 City Government Procedures and Processes

LEDS implementation is a cross-departmental concern inasmuch as the identified programs and projects plans will become responsibilities of various units of the city government. It may be that certain procedures and processes within the city government may have to be modified particularly in respect to the co-ordination and harmonisation of programs and projects. For instance, there may be requirements for regular co-ordination meetings between the LEDS Coordinating Body and the various departments of the city government or having the initial draft of the Annual Development Plan through a planning workshop with the participation of the LEDS Coordinating Body.

At this stage of the planning process, it is thus important to lay down the institutional arrangements needed for successful LEDS implementation.

4.2.2 Other Stakeholders

Formal Links

There will also be programs and projects that need to be co-ordinated and harmonised with those of other government agencies and private sector groups. Examples would be provincial-scale projects such as inter-city expressways and public telephone lines to be laid out by the private telephone company. Or there may be project proposals from informal sector groups to enhance their business activities in the downtown areas. The LEDS Coordinating Body should ensure that a mechanism is in place to ensure that these actions are harmonised and be contributory to the LED Strategy's goals and objectives.

Regular co-ordination meetings between these the LEDS Coordinating Body and these groups is a means to institutionalise the strategy's implementation.

Informal Links

Building-up informal links is also a good strategy for LED Strategy implementation. The LEDS Co-ordinating Body may form a network with informal sector organisations which may lead to self-help housing improvements and business mentoring arrangements. This may be achieved informally by simple and occasional visits, or "keeping the doors open" to such organisations.

4.3 PREPARE COMMUNICATIONS PLAN

The LEDS has to be well-communicated to the stakeholders in order to gain sustained support. The communications plan should target decision-makers, policy-makers, strategy implementers, stakeholders and the public at large. There should be a means of disseminating information as well as means of soliciting feedback. Following are some recommended components of a communications plan:[26]

- Regular channels of reporting on the strategy, including regular stakeholder and committee meetings, internal reports such as quarterly reports, annual reports
- Formal and institutionalised reporting structures between project managers, implementing organisations, and coordinating organisation and project stakeholders
- Means to communicate with external bodies, agencies and individuals including the Mayor and city council, and other supervising bodies
- Means to directly communicate with key stakeholders

Means to inform the public at large and solicit feedback through public hearings, focus groups, regular newspaper stories, radio and television interviews, reports, and annual reports.

[26] Ibid.

SECTION 5 – STRATEGY REVIEW

There are two activities involved in reviewing the LEDS. First is monitoring which is a continuous assessment of progress made in the course of strategy implementation. Monitoring is concerned with meeting timelines, efficiency in the use of resources, appropriateness of processes and procedures and other quantitative measures. It is intended to identify problems in implementation and provide solutions at early stages. The second activity is evaluation which is a periodic assessment of the strategy's relevance, performance, efficiency and impact. It seeks to measure whether the objectives and the overall desired outcome are being met. Evaluation will rely on both quantitative (such as from monitoring reports) and qualitative (such as focus group discussions and key informant interviews) inputs.

Monitoring is done at the project level and at relatively closer intervals, depending on individual project design. Consolidated monitoring reports covering all programs and projects could, however, be prepared on an annual basis. Evaluation, on the other hand, may be done at the mid-term of LEDS implementation, at the end-term and several years after considering a gestating period for desired outcomes to occur.

Findings of monitoring and evaluation studies could lead to recommendations for changes in processes or allocation of resources in order to enable the actions to meet the objectives. On a broader scale, these may lead to recommendations to change the vision, goals and objectives themselves, or practically call for a new LEDS, in light of significantly changed circumstances. It is highly recommended that stakeholders be consulted in during these activities to sustain their support.

5.1 STRATEGY REVIEW FRAMEWORK

5.1.1 Integration with LEDS Process

The preparation of the M & E planning and implementation process should be made integral to the LEDS process. The following table shows the points of convergence between the two processes.

Table 5.1 Integrating the M & E System into the LEDS Process

5 Stages of the LED Strategy Process	5 Steps to an LED M&E System	Convergence
Stage 1: Organising the Effort	Step 1: Getting Started	Preparing for M & E system planning in coordination with that of LEDS
Stage 2: Local Economy Assessment	Step 2: Select Indicators and Collect Baseline Information	Coordination between planning and M & E information
Stage 3: Create an LED Strategy	Step 3: Determine Outcomes and Finalise Indicators	Ensure that desired outcomes could be subjected to M & E and if additional baseline information for M & E have to be obtained
Stage 4: Implement the LED	Step 4: Build an M&E system	Finalising the M & E

Strategy		system in relation to modes of implementing the LEDS
Stage 5: Review the LED Strategy	Step 5: Evaluate LED policies, and programs and projects	LED policies and programs and projects are evaluated per M & E system; LED Strategy review based on the findings of the evaluation

5.2 STEPS TO STRATEGY REVIEW

5.2.1 Getting Started

M & E Planning

There may be several options in designating the group (or person) who will be in charge of further developing and implementing the M & E system alongside the LED Strategy process. Some of these are discussed below:

- Make M & E part of the scope of activities of the LEDS TWG and appoint qualified staff from the city government to handle the tasks
- Hire an M & E consultant (may be specialists from local universities) to work alongside the LEDS TWG
- Make M & E system preparation part of the LEDS consultant's required outputs, if LEDS preparation is being commissioned to a consultant

The group (or person) who will be in-charge of preparing the M & E plan shall have the following broad tasks, which are largely parallel to those of the LEDS TWG:

- Process planning
- Information gathering
- Stakeholder consultations
- Data processing and analysis
- Report writing and presentation to decision-makers

M & E Implementation

It is also at this stage that the institutional framework for M & E should be firmed up. There may also be several options to this:

- Make M & E a part of the functions of the designate LEDS Coordinating Body. Regular project monitoring activities could be done by full time staff while periodic evaluation studies could be contracted to an external consultant. The latter could also provide benefits with regards to obtaining more neutral third-party viewpoints.

- Contract-out M & E activities through a project management or similar arrangements, say with a university-based group or private consulting firm. In this regard, the LEDS Coordinating Body will have oversight functions over the M & E contractor.

Clear reporting mechanisms to the Mayor, LED Steering Committee and the general public regarding the findings should be ensured, whatever the selected mode of implementation may be.

5.2.2 Select Indicators and Collect Baseline Information

The identification and collection of key indicators that will be used to measure progress should be started alongside data collection activities under the Local Economy Assessment stage of the LEDS process. This interphase is important to ensure that key data to be gathered are measurable and will be relevant to M & E. Indicators that will be collected at this stage are considered baseline information, i.e., points of reference from which targets will be set. These will also be the basis of measuring and evaluating progress and accomplishments.

It should be noted that information collected at this stage should be considered as an initial set. Their completeness and appropriateness will be developed as the LED strategy evolves. This initial set will particularly be reviewed at stages where goals and objectives as well as programs and projects are determined.

5.2.3 Determine Outcomes and Finalise Indicators

The Vision-to-Projects continuum is the major focus of M & E. It is thus important to ensure that stated goals, objectives, programs and projects has or could be provided with performance indicators and that these indicators can be verified.

The initial set of indicators that were identified during the local economy assessment stage will be checked for appropriateness and completeness in relation to the agreed-upon components of the LED strategy. It is possible that new indicators will be identified such that baseline information for these will have to be collected.

Indicators should be characterised by the following:[27]

- Easy to collect
- Easy to understand
- Effective measures of performance
- Adequate to define the results of LED activities of the municipal authority
- Directly related to the outcomes of municipal local economic development actions
- Clear, precise and unambiguous
- Relevant: appropriate to subject at hand
- Economic: available at reasonable cost
- Adequate: they evaluate performance effectively and efficiently
- Monitorable

Examples of indicators and their relationship to objectives are presented below:

[27] LEDS Primer

Table 5.2 Examples of indicators

Objective: To make city hall more responsive to business							
Indicator	**Measure & unit**	**Data Source**	**Baseline**	**Period 1**		**Period 2**	
		Frequency		**Expected**	**Actual**	**Expected**	**Actual**
Length of time to obtain business license	Number of days from application time	City Registry	10	1			
		Monthly					
Satisfaction rating of city hall's business services	Index of citizen satisfaction expressed as % increase	Survey of establishments	30%	50%			
		Annually					

Source: Modified from LED Manual

5.2.4 Build an M & E System

The M & E system shows what will be monitored, type of activity, level of information to be obtained, how frequent will they be monitored and the purpose of each M & E activity. The following framework could serve as a guide in building the M & E system.

Table 5.3 M & E System Framework

Strategy Component	Type of Activity	Level of Information	When to Monitor	Purpose/ Users
Goals	Ex-post evaluation	Outcomes/ Impact Review of indicators and assumptions	Once, say two years after strategy implementation	Reports on outcomes used by management, donors, partners and policy makers.
Objectives	Mid-term review	Effectiveness Review of indicators and assumptions	Once, at the mid-term of strategy implementation	Reports on progress and needs for adjustments in the design of the strategies; used by management, project staff, donors and partners.
Programs	Monitoring and review	Output Defines levels of input and output	Annually	Supports preparation of annual work plan and budget; used by management, project staff and

				institutional stakeholders.
Projects	Monitoring	Input/ Outputs Reports on inputs, outputs, indicators and problems; ;	Monthly/ Quarterly	Supports monthly monitoring reports on inputs, outputs, indicators and problems; for progress evaluation and testing of assumptions; undertaken by project staff and used by management and project staff.

5.2.5 Monitor and Evaluate LED policies, and programs and projects

There are several options in actually undertaking M & E activities as were described at the first step of this section. The selection of the final institutional arrangement for actual M & E should, however, consider the different nature of the two activities:

- Monitoring

This involves the "continuous assessment" of project implementation and focuses on planned versus actual schedules, budget utilisation and physical accomplishments. This is intended to provide project managers with regular information to enable them to quickly react if problems are observed. "Monitoring accepts the design as given; it measures progress, is focused on performance and occurs continuously." [28]

- Evaluation

Evaluation "does not accept the design of the project, rather it questions if the design is the best one." It involves a "stepping back" and is intended to examine the strategy's relevance, performance, efficiency and impact and considers the strategy in the broader context of the community.

5.2.6 Strategy Review

The strategy should be reviewed based on M & E findings and recommendations. Review may be done on an annual basis, before the preparation of the Annual Development Plan. The city government, LEDS Steering Committee, LEDS Coordinating Body and stakeholders should be involved in this review.

[28] LED Primer

The following may be considered in reviewing the strategy:

- Validity of the institutional structure
- Validity of the SWOT analysis
- Validity of vision, goals, objectives, programs and projects in light of prevailing conditions
- Level of achievement of performance targets
- Validity of M & E system

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