



KĖDAINIAI DISTRICT MUNICIPALITY
ADMINISTRATION

Summary of Kedainiai District Strategic Development Plan till the year 2020



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FOREWORD

I am pleased that the community of Kėdainiai District Municipality has access to the District Municipality Strategic Development plan till the year 2020, which is one of the most important documents of District Municipality planning.

Thanks to the work of the District Municipality Council members, administrative staff and consultants, this document provides for the most important priorities, objectives, tasks and measures of Kėdainiai District Municipality for the forthcoming decade. After analysing current situation, identifying District Municipality strengths, opportunities, weaknesses and threats and designating its place and role in the national and international context, District Municipality development vision was formulated and Municipality mission was revised.

By implementing priorities and objectives provided for in Kėdainiai District Municipality Development strategy, we will seek to improve life quality not only in the centre of District Municipality, but also in rural areas. I believe that diligent and creative people of Kėdainiai will do their best to make life in our region more comfortable and safe for young people to return here eagerly and to work in their native land, as well as for guests and investors to find Kėdainiai attractive.

We will seek our region to be extraordinary for its Town of the Radvila family with unique Old Town and multicultural heritage, to become a thriving Middle Lithuania regional centre of knowledge economy, developed transport and logistics, competitive chemical and food industries and modern agriculture. We will all work together for the sake of this region with a developed infrastructure ensuring sustainable human and environmental development, with safe and healthy environment created for living, work and relaxation, inhabited by the community of creative and active people who promote tolerance.

I think that working together we will step by step reach the aim to make our dreams come true. Let the work of us all be purposeful, and let the results justify the expectations of our people.



Mayor of Municipality

Rimantas Diliūnas

REVIEW OF THE STRATEGIC DEVELOPMENT PLAN PREPARATION

Preparation of the District Municipality Strategic Development Plan till 2020 was implemented according to the EU funding received in 2010 by Kėdainiai District Municipality Administration for the project "Preparation of Kėdainiai District Municipality Strategic Development plan till the year 2020" (No.VP1-4.2-VRM-02-R-21-012).

The aim of the Strategic Development Plan (hereafter referred to as SDP) is to draft a strategic development plan till the year 2020 that satisfies needs and expectations of the District Municipality and in which rapidly changing environmental tendencies of the country, EU and all the world are evaluated and their influence on District Municipality development is analysed, and in which development priorities and measures are formulated and funding of Municipality, State Budget and EU Structural Funds for their implementation is foreseen. This would ensure further efficiency and productivity of Municipality management and would improve administrative capacity of Municipality Administration staff in the field of district development strategic planning. SDP has also to help district enterprises of industry, construction, transport, logistics, agriculture, forestry and agencies of healthcare, education, culture, social services and other agencies of public service sectors orient towards which directions to choose in order to develop and implement their various projects of business development, restructuring, and modernization in the future.

For the preparation of Strategic Development Plan, a work group of 35 people including employees of Municipality administration and representatives of its subsidiary institutions and social partners was set up. Two consultants of the Public Institution "Social and Economic Development Centre" helped the work group.

Strategic Development Plan was prepared in four stages:

1. According to the collected statistical information and the results of the survey on the opinion of district inhabitants and businessmen, SWOT analysis of the social and economic situation of the district and individual economic sectors was performed.
2. Strategy for Strategic Development Plan was formulated (vision, mission, priorities).
3. Plan of measures for the Strategic Development Plan strategy implementation was prepared.
4. The system of monitoring of Strategic Development Plan was created.

Strategic Development Plan consists of vision, mission and priorities of District Municipality till the year 2020 and the plan of strategy implementing measures (objectives, tasks, measures and their achievement rates, responsible executors, indicative funding requirement and funding sources).

National and EU strategic planning documents were followed while preparing Strategic Development Plan. Therefore, priorities of Kėdainiai District Strategic Development Plan are fully consistent with general and specific provisions of EU and Lithuanian strategic guidelines till the year 2020 and confirmed priorities of Kaunas Region Development Plan till 2020. While preparing Strategic Development Plan, analysis of the current state of Kėdainiai District Municipality and its tendencies as well as the

results of SWOT analysis were taken into account as they have a significant impact on appropriate public and private investment choice for the time period of 2012-2020. While preparing the Strategic Development Plan, significant focus was placed on the knowledge economy, constant training and development of people, reduction of poverty and social exclusion issues, new technologies, strengthening competitiveness of local economy and sustainable development of infrastructures.

STRATEGY OF KĖDAINIAI DISTRICT MUNICIPALITY DEVELOPMENT TILL 2020

Vision of Kėdainiai District Municipality Development till 2020:

- Region as extraordinary one for its Town of the Radvila family with unique Old Town and multicultural heritage.
- A thriving Middle Lithuania regional centre of knowledge economy, developed transport and logistics, competitive chemical and food industries and modern agriculture.
- Region with developed infrastructure ensuring sustainable human and environmental development, with safe and healthy environment created for living and relaxation, inhabited by the community of creative and active people who promote tolerance.

Mission of Kėdainiai District Municipality – to develop local self-government and qualitative provision of public services ensuring sustainable development of the whole district and that needs and interests of Kėdainiai region community are met.

To implement the vision of Kėdainiai District Municipality Development by the year 2020 three priorities have been set:

- 1. Effective and skilled human resources for knowledge economy.**
- 2. Competitive local economy.**
- 3. Infrastructure ensuring sustainable human and environmental development.**

To implement priorities of District Municipality Development by the year 2020 the following objectives have been set:

	EFFECTIVE AND SKILLED HUMAN RESOURCES FOR KNOWLEDGE ECONOMY
PRIORITY I	1.1. Objective To promote competence of the district human resources and to improve their ability to adapt to changes of the dynamic environment.
	1.2. Objective To create a knowledge-based society in the district by developing information technologies.
	1.3. Objective To reduce social exclusion and to increase social cohesion by developing social and cultural services.
	1.4. Objective To develop a safe, educated, active and purposeful community
	COMPETITIVE LOCAL ECONOMY
PRIORITY II	2.1. Objective To create the environment favourable for business development and investment.
	2.2. Objective To preserve and develop potential of the enterprises operating in the district and to encourage establishment of new business enterprises.
	2.3. Objective To increase competitiveness of business environment in the district, forming the necessary infrastructure
	INFRASTRUCTURE ENSURING SUSTAINABLE HUMAN AND ENVIRONMENT DEVELOPMENT
PRIORITY III	3.1. Objective To modernize and adopt public infrastructure to the contemporary needs.
	3.2. Objective To establish systems improving environmental quality
	3.3. Objective To renew infrastructure in rural and urban areas, creating decent living and recreation conditions for the residents.
	3.4. Objective To create a high-quality, accessible to all and continuous education system in the district.

- 3.5. Objective To optimize the health care network and to improve the quality and accessibility of health services.
- 3.6. Objective To improve cultural and sports infrastructure and to optimize the activity of institutions of this infrastructure.
- 3.7. Objective To increase the diversity of social and public service providers and to reinforce the material base of the services.

Human resources is the most important factor for Kėdainiai District Municipality development. They determine to a large extent the progress and potential of District Municipality

Although employed people in the district municipality have a relatively high level of education and there is sufficient provision of workforce, still some things are noticed that might have negative consequences for further development of district municipality. Over the past 10 years Kėdainiai District Municipality has experienced population decline due to declining birth rates and emigration of residents.

Qualification of labour resources is becoming a more important criterion for defining the supply of workforce. One of the most important prerequisites for competitive local economy, knowledge-based society and social exclusion prevention is active learning of district inhabitants of all age groups. General knowledge and skills of district inhabitants are not sufficient, especially in the areas of computer literacy, entrepreneurship, communicativeness, proactiveness and creativeness. General knowledge and skills are very important for improving District Municipality inhabitants' adaptation to constantly changing market and for increasing their opportunities to participate in the labour market and seek quality employment.

In order to improve the general administration system of District Municipality, it is essential to strengthen the competences of the employees of District Municipality Administration and its institutions. It is necessary to improve the system of District Municipality personnel management and regular training of workers, to implement advanced innovations in public services provision and activity planning and to create positive image of District Municipality Administration and its institutions,

To develop human resources, Priority I and its goals are provided in the District Municipality Strategic Development plan:

PRIORITY I. EFFECTIVE AND SKILLED HUMAN RESOURCES FOR KNOWLEDGE ECONOMY

1. Kėdainiai Municipality will seek to become the knowledge economy centre of Middle Lithuania region with advanced, inhabited by innovative-minded and creative, constantly learning and tolerant people.
2. Qualitative education and training services will be provided in the district that will be accessible to all inhabitant groups and there will be conditions created for district people for lifelong learning and improvement of their social and professional competence.
3. To make activities of Municipality Administration and its institutions more effective, qualification, competence and skills of Municipality Administration and its institutions will be improved, especially those concerning implementation of strategic goals of the Municipality Administration and its institutions.
4. In order to improve services provided for inhabitants and business by Municipality Administration and municipal institutions, methods of modern electronic services

supply will be established and installation and certification of quality-management models will be performed.

5. Strengthening of non-governmental sector potential and partnership and social dialogue between Municipality Administration and Municipality institutions, promotion and development of community and public spirit will provide opportunities for successful and efficient development of human resources in the district and will improve the public policy implemented by Municipality.
6. Municipality Administration in cooperation with the Labour Exchange and non-governmental institutions of the district, will seek to create an efficient complex of labour market activation measures that would help to increase the supply of jobs in the district.

In the future, economic competitiveness of Kėdainiai District Municipality will be determined by high product quality, innovativeness and productivity, therefore restructuring will continue in the district economy, refocusing to production of higher value-added products and services. Economic development of Kėdainiai District is connected with industry development, foreign investments and convenient geographical position of the district. Essential factors of Kėdainiai District economic development are efficient agricultural enterprises and farms, relatively qualified workforce, strategically convenient position to reach other regions, quite well-developed infrastructure of various means of transport, development of industrial park, a variety of operating agricultural research and advisory institutions in the district.

Priority II is provided in Kėdainiai District Municipality Strategic Development Plan till the year 2020 in regard to development of competitive local economy.

PRIORITY II. COMPETITIVE LOCAL ECONOMY

1. Kėdainiai District will be attractive to domestic and international business because in the district the system of international transport and logistics is developed, free economic zone is being established and especially convenient geographical position will be fully utilized, the district will become an important bridge between the East and West, North and South.
2. In Kėdainiai District the environment, favourable for business development and investment, will be created, promoting competitive domestic and international production as well as the emergence and implementation of new business initiatives; whereas implementation of the principles inherent in knowledge economy and establishment and implementation of digital technologies will be significant factors for the growth of prosperity of local inhabitants and the development of all sectors of the economy in the district.
3. Kėdainiai district will become the Middle Lithuania regional centre of industries creating a significant added value and of economy developed on the knowledge basis. A strong scientific research potential, existing in the district as well as in the whole Kaunas region, and its close cooperation with businesses positively influences this development.
4. Kėdainiai District will be distinguished for its efficient and modern agriculture. The traditional agriculture rapidly growing in the district will be based on the most

advanced farming techniques. Local processing industries and the system of agricultural supply will be developed, partnership between the agricultural producers and the bodies of agricultural research, education and consultation working in the district will become stronger.

Social welfare and social security of residents are essential to the development of a human being and district community. To ensure high quality of people's life, an efficient, high-quality education system, available to all Kėdainiai District residents, should be created. It requires an expanded and accessible to all pre-school education, educational institutions ensuring good education conditions, and highly qualified teachers. One of the main functions of district's public health care is the implementation of important measures for community's health care, health education and enhancement, the dissemination of information about public health and methods for its improvement, the cooperation with governments, nongovernmental organizations, community and family. Personal health also depends on developed skills of healthy lifestyle. People's active participation in sports activities would increase their health and working capacity.

An integral part of the historical development of the district – the multinational culture – not only depends on the changes and problems of this development but also frequently encourages the innovations to accelerate social and economic development of the district. Culture protects and reinforces ethnic, historical identity of the community and helps to create harmonious, tolerant, educated and open community. Kėdainiai District is distinguished for its diverse and numerous objects of cultural heritage. Many cultural heritage sites are characterised by their close relationship with natural landscape, therefore we strive to preserve identity of the region and to promote ethnic culture.

To deal with the issues of education, health, culture, the improvement of quality of social infrastructure and social services, security, the modernization of public infrastructure and its adaptation of the needs of district community, ensuring an effective protection of landscape and biodiversity, priority III is planned in the District Municipality Strategic Development Plan till the year 2020.

PRIORITY III. INFRASTRUCTURE ENSURING SUSTAINABLE HUMAN AND ENVIRONMENTAL DEVELOPMENT

1. To ensure long-term economic growth and competitiveness in Kėdainiai District, the public infrastructure meeting the contemporary needs of the district inhabitants will be modernized.
2. Preserved and restored cultural heritage, expanded public tourism infrastructure will facilitate development of tourism in the district. It will be attempted to attract as many domestic and foreign tourists to Kėdainiai region as possible to the heritage of Kėdainiai as the historical town of the Radvila family, as well as by the traditional events of the district.
3. The developed system of culture, sports and leisure services together with the dissemination of professional art will facilitate participation of each district's resident in cultural activities, cherishing cultural traditions and diversity of expression, as well as being active in sports, accordingly addressing the important issues of the

improvement of social cohesion and quality of life, education of people's healthy lifestyle, leisure occupation.

4. Developed system of children and youth occupation, designed infrastructure meeting the young people's needs will ensure the smooth implementation of youth policy in the district. It will be attempted to encourage young people upon completion of their education to return or come to work and live in an attractive Kėdainiai District.
5. Health care services will be available to all social groups of the district residents, particularly to children and youth as well as people in a complex social situation. In order to improve the quality of health care services, it will be attempted to improve people's physical and mental health, to develop their skills of healthy lifestyle, to create the image of Kėdainiai District as a health-advocating municipality.
6. Particular attention will be paid to the prevention of poverty and social exclusion, helping the members of social exclusion and risk groups as well as people with disabilities to integrate into the community life of the district.
7. By using electronic and other modern devices, enhancing the cooperation between district community and public safety institutions, a safe living environment will be created; significant attention will be paid to maintain public order and to prevent criminality.
8. Preserved and restored traditional landscape, especially around the river Nevėžis and its tributaries, will form attractive zones for leisure and recreation and improve the quality of life of district residents.
9. In order to ensure a sustainable human and environmental development in the district, a high level of environmental protection will be achieved: modern systems of environment protection will operate in the district, monitoring programs of people's environmental education and environmental quality will be arranged and implemented, the security of drinking water and surface water resources will be ensured, district residents will be provided with high-quality drinking water, air pollution prevention measures will be implemented.
10. It will be attempted to develop industry and agriculture in the district without violating the ecological balance; contributing to the protection of climate change and natural resources, the usage of renewable energy sources and environmentally friendly technologies in industry and agriculture will be promoted.
11. Developed and balanced system of social security and health care, education and training, culture and sports, leisure and recreation will make the district attractive for living, working and creating.

In order to achieve the priorities and their objectives of the district development plan till the year 2020, 214 measures are planned to be implemented:

- to achieve priority I and its objectives – 53 measures;
- to achieve priority II and its objectives – 16 measures;
- to achieve priority III and its objectives – 145 measures.

THE FUNDS NEEDED FOR IMPLEMENTATION OF THE STRATEGIC DEVELOPMENT PLAN

For the implementation of the priorities and their objectives of District Development Plan by the year 2020, the following funds provided by separate sources are planned:

Priorities and their objectives	The need of funds, thous. Lt	Sources of financing, thous. Lt			
		District municip. funds	State budget funds	EU funds, other foreign support	Private funds
Priority I. EFFECTIVE AND SKILLED HUMAN RESOURCES FOR KNOWLEDGE ECONOMY	28.862	11.520	5.035	12.132	175
Objective 1.1. To promote competence of the district human resources and to improve their ability to adapt to changes of the dynamic environment	5.890	510	380	5.000	0
Objective 1.2. To create a knowledge-based society in the district by developing information technologies.	7.965	2.530	1.135	4.200	100
Objective 1.3. To reduce social exclusion and to increase social cohesion by developing social and cultural services.	10.490	6.355	2.495	1.640	0
Objective 1.4. To develop a safe, educated, active and purposeful community	4.182	1.790	1.025	1.292	75
Priority II. COMPETITIVE LOCAL ECONOMY	43.080	2.435	11.180	28265	1200
Objective 2.1. To create the environment favourable for business development and investment.	1.445	395	150	400	500
Objective 2.2. To preserve and develop potential of the enterprises operating in the district and to encourage establishment of new business enterprises	3.140	1.410	30	1.000	700
Objective 2.3. To increase competitiveness of business environment in the district, forming the necessary infrastructure	38.495	630	11.000	26.865	0
Priority III. INFRASTRUCTURE ENSURING SUSTAINABLE HUMAN AND ENVIRONMENT DEVELOPMENT	636.699	57.773	142.882	352.779	84.265
Objective 3.1. To modernize and adopt public infrastructure to the contemporary needs	285.131	26.428	86.831	142.752	29.120
Objective 3.2. To establish systems improving environmental quality	125.470	3.153	730	82.812	38.775
Objective 3.3. To renew infrastructure in rural and urban areas, creating decent	18.830	3.110	0	15.720	0

living and recreation conditions for the residents.					
Objective 3.4. To create a high-quality, accessible to all and continuous education system in the district	79.936	10.005	7.561	62.370	0
Objective 3.5. To optimize the health care network and to improve the quality and accessibility of health services.	32.170	3.510	14.410	14.250	0
Objective 3.6. To improve cultural and sports infrastructure and to optimize the activity of institutions of this infrastructure	66.217	5.780	21.420	22.657	16.360
Objective 3.7. To increase the diversity of social and public service providers and to reinforce the material base of the services.	29.040	5.160	11.930	11.940	10
Total	708.641	70.728	159.097	392.176	85.640

For implementation of the Strategic Development Plan the costs for separate priorities are planned as follows:

For measures of priority I – 28.862million Lt;

For measures of priority II – 43.08 million Lt;

For measures of priority III – 636.699 million Lt.

Total planned amount for the implementation of the Strategic Development Plan till the year 2020 is 708.641 mln. litas, of which: 70.728 mln. Lt would come from Kėdainiai District Municipality budget funds; 159.097 mln. Lt – State budget funds and 392.176 mln. Lt – EU structural funds and other foreign support, 85.640 mln. Lt would comprise funds from private entities.

MONITORING IMPLEMENTATION OF STRATEGIC DEVELOPMENT PLAN

In order to ensure implementation of the Strategic Development Plan till the year 2012, monitoring system was imposed enabling to estimate the efficiency and effectiveness of the implementation of the plan. The aim of monitoring the Strategic Development Plan is to create a reliable and objective method for coordination of Municipality development, for addition and modification of the Strategic Development Plan, to distribute optimally the funds of the District Municipality budget, EU and State support as well as other targeted funds.

Monitoring system of the implementation of the strategic development plan includes:

- 1) process of the monitoring implementation;
- 2) institutional structure of the monitoring implementation;
- 3) system of indicators of the monitoring implementation.

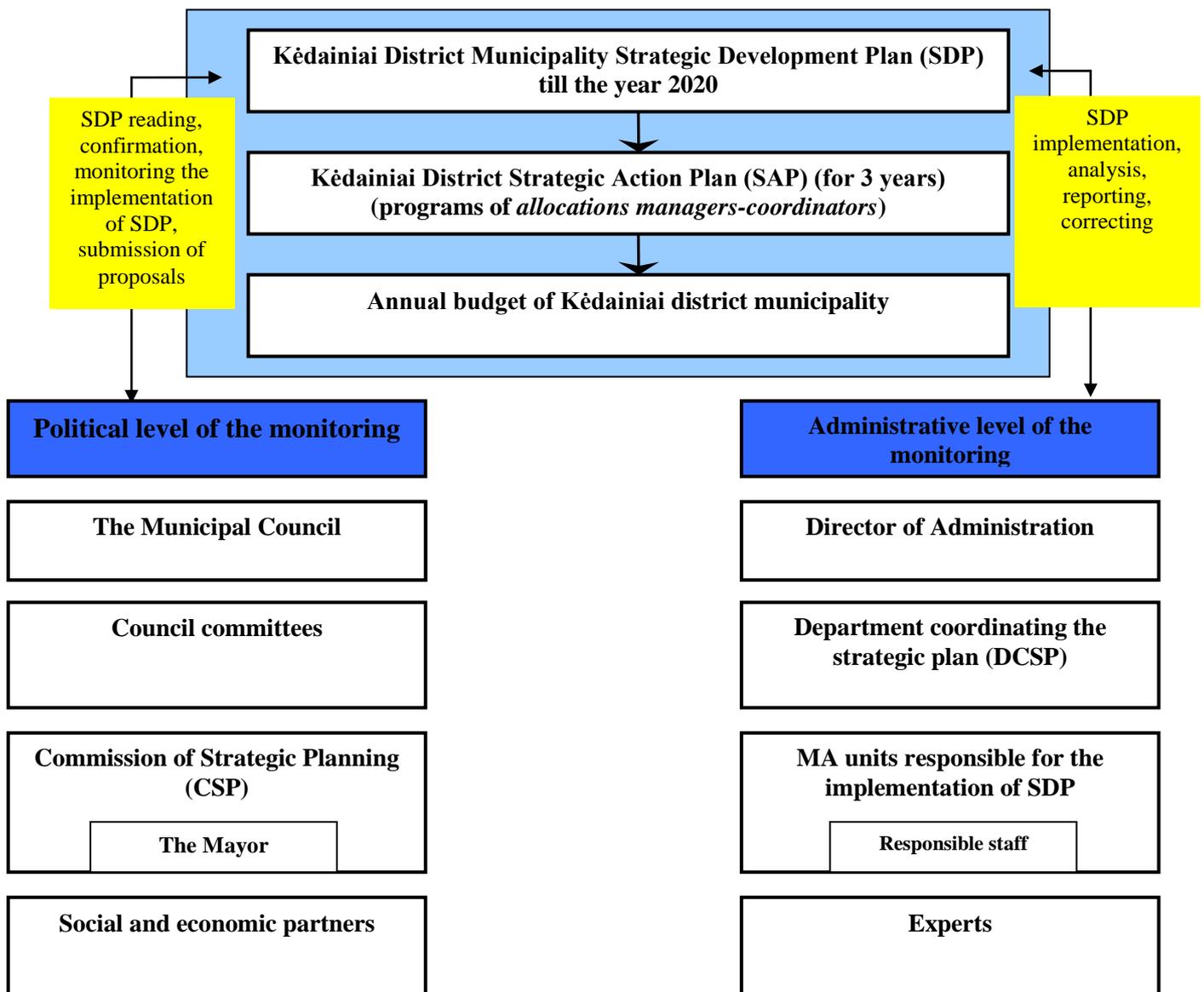


Figure 1: Scheme of institutional structure for monitoring the implementation of Kėdainiai District Municipality Strategic Development Plan till the year 2020, and relation with the strategic action plan and Municipality's annual budget

The system of monitoring the strategic development plan is a systematic and complex process of implementation of measures related with the monitoring of the approved Strategic Development Plan as well as qualitative and quantitative changes in its implementation, with the evaluation and proposals for the strategic plan document; the result of this process is periodically, i.e. at least every three years, prepared report of the Strategic Development Plan monitoring, which includes annual indicators, development trends and recommendations for further implementation of the Strategic Development Plan. The criteria for the evaluation of monitoring should show the quantitative and qualitative expression of the results, achieved during the implementation of the strategic development plan. The findings of the monitoring report are formalized in the Council's decisions and announced to the district's community.

The institutional structure of the monitoring system of the implementation of Strategic Development Plan consists of two levels: political and administrative (see figure 1).

Director of Administration together with the staff of the Strategic Planning and Investment Department are responsible for introduction of the monitoring system of the Strategic Development Plan in the Municipality.

The addition and modification of the Strategic Development Plan is a procedure during which the priorities, objectives, tasks or measures of the Strategic Development Plan are supplemented by new ones, modified or rejected. The tasks and measures of the Plan can be supplemented and modified annually.

The members of the Municipal Council, Director of Administration, the heads of Municipal Administration Departments, State institutions, representatives of regional communities, non-governmental organizations and businesses can submit proposals for the modification of the Strategic Development Plan.

The full text of Kėdainiai District Municipality Strategic Plan till the year 2020 is available online: <http://www.kėdainiai.lt>

For more information please contact:

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