

Strategy and organization of decentralization reform

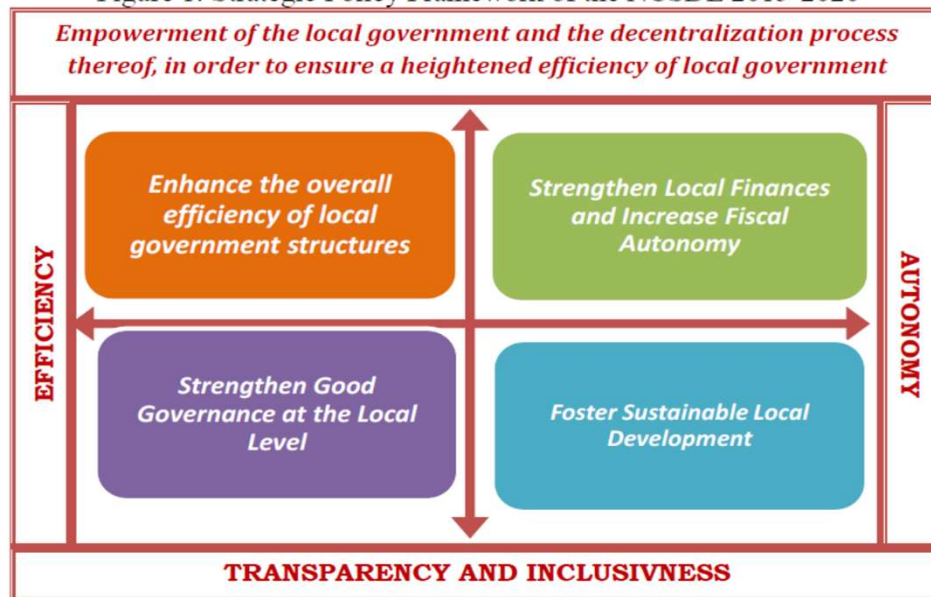
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Figure 1: Strategic Policy Framework of the NCSDL 2015-2020



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Elements of the decentralization strategy and the purpose of each

Chapter 1: **General Overview of Local Government**

Chapter 2: **Vision, Priorities and Strategic Goals**

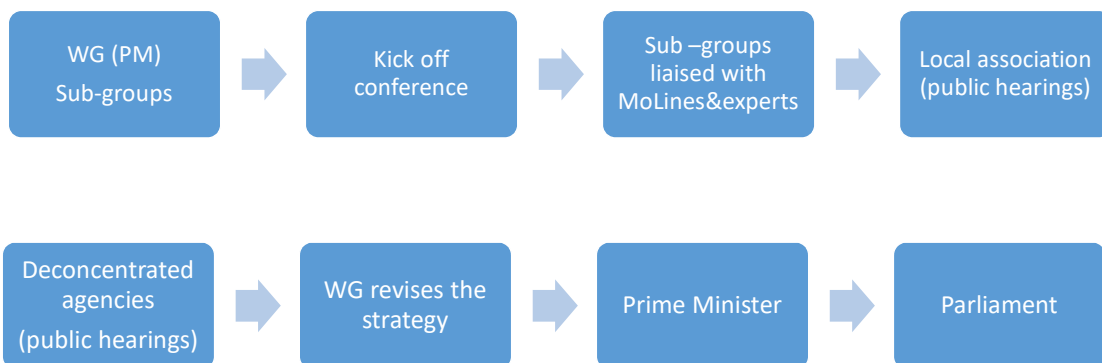
Chapter 3: **Policies, Objectives and Measures**

Chapter 4: **Fiscal Impact and Financial Requirements**

Chapter 5: **Monitoring, Evaluation and Reporting**

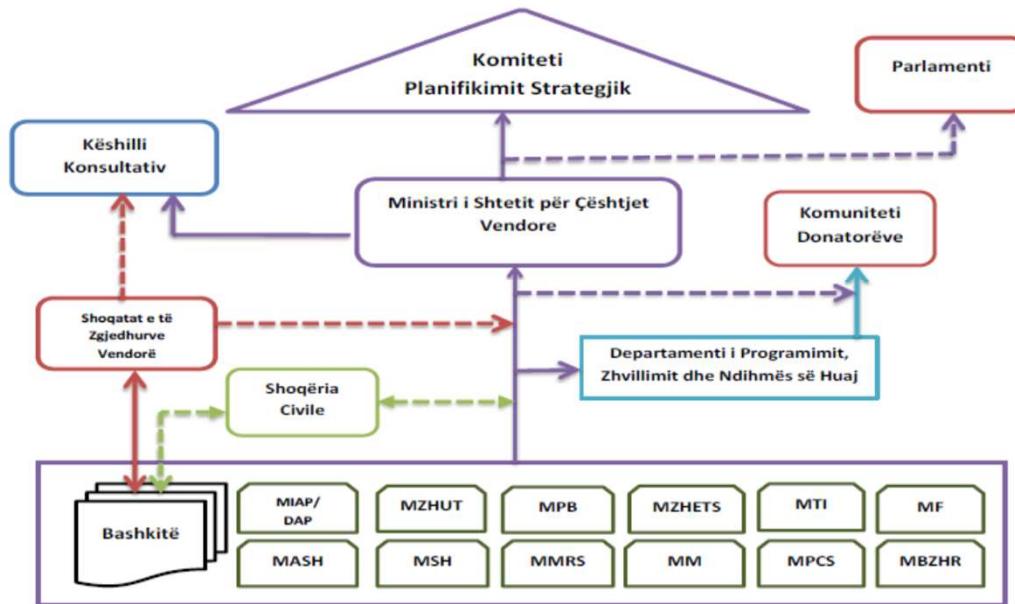
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Role of each body of the project organization: *designing the strategy*



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IMPLEMENTING AND MONITORING STAKE-HOLDER SCHEME



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Information strategy during the reform

Design

- Kick off conference (but order of PM not published)
- Restricted audience to stakeholders related to local government
- WG meetings opened for media
- E-platform
- 41 institutions consulted
- Foreign language draft not always available, parliament and researchers not sufficiently involved

Monitoring

- Annual reports published in the web of responsible ministry
- Best practice competition (combined) public event
- Invite civil society to undertake external monitoring
- Use EU annual reporting
- MTR national event

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Lessonss learned: designing phase

- i. It is necessary to **publish strategic documents, research, reports, and assessment analysis** with the aim of improving transparency and enhancing involvement of stakeholders, public and other groups in the decentralization processes. It is necessary to define the **procedures, timeframes, and methods of consultation**.
- ii. The full **commitment of the cross-institutional relation** is needed. Ways should be identified and mutual trust should be increased with the aim of **involving all political factors** in the drafting process in order to ensure quality and sustainability of the strategy.
- iii. It is recommended to hold open discussions to focus in (i) the recommendations of the **Congress of Local and Regional Authority** for Albania (ii) **OSCE/ODHIR Mission** recommendations on elections; and, (iii) the recommendations of the European Commission

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Lessons learnt: implementation phase

- **Government commitment is key to achieving results:** demonstrated by the performance of the territorial reform, where central government support mobilized human and financial resources to support a rather complicated and cumbersome process.
- **Sector/Line Ministry buy-in into the decentralisation objectives is crucial:** Decentralisation is not about local governments only. Stronger coordination at policy level is needed to avoid clashes of responsibility.
- **Functional analysis of sectors undergoing decentralisation** should precede any reform, outlining an analysis of the context; inputs needed and results desired; alongside financing needs. Delegation of fragmented responsibilities will only produce meagre results.

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