

# Municipal Capacity Development

## **The problem:**

Civil servants and political staff at local level have gone through much donor-driven training, but there is a general agreement that capacities remain weak and staff performance does not live up to expectations. Municipalities continue to underperform and rate low in service delivery and citizen satisfaction!

❑ The study report **“THE EFFECTS OF CLIENTELISM ON THE DEVELOPMENT OF A TRAINING SYSTEM”, JUNE 2015**

1) How clientelism works?

2) Why it persists?

3) Major potential effects of clientelism in the enhancement of a capacity development system.

# Major effects on municipal capacity development

- A capacity development system can only induce significant changes in capacity if it has good (adequate) students to work with. Clientalism incentivises hiring of people without the right qualifications. It is quite likely that many municipal workers are unsuited to the job. Training could be ineffective because the pre-existing levels of capacity are too low to be redeemed.
- Clientalism ties employment to the result of elections. A great deal of energy is spent on kicking people out and accommodating supporters. Investments in training are wasted because of the high turnovers in staff prompted by clientelism.
- For any capacity development system to be effective, the skills developed during the training must be activated during work. Clientalism inspires a weak organisational culture and disincentives strong performance. Thus the end objective for improved performance is not achieved.

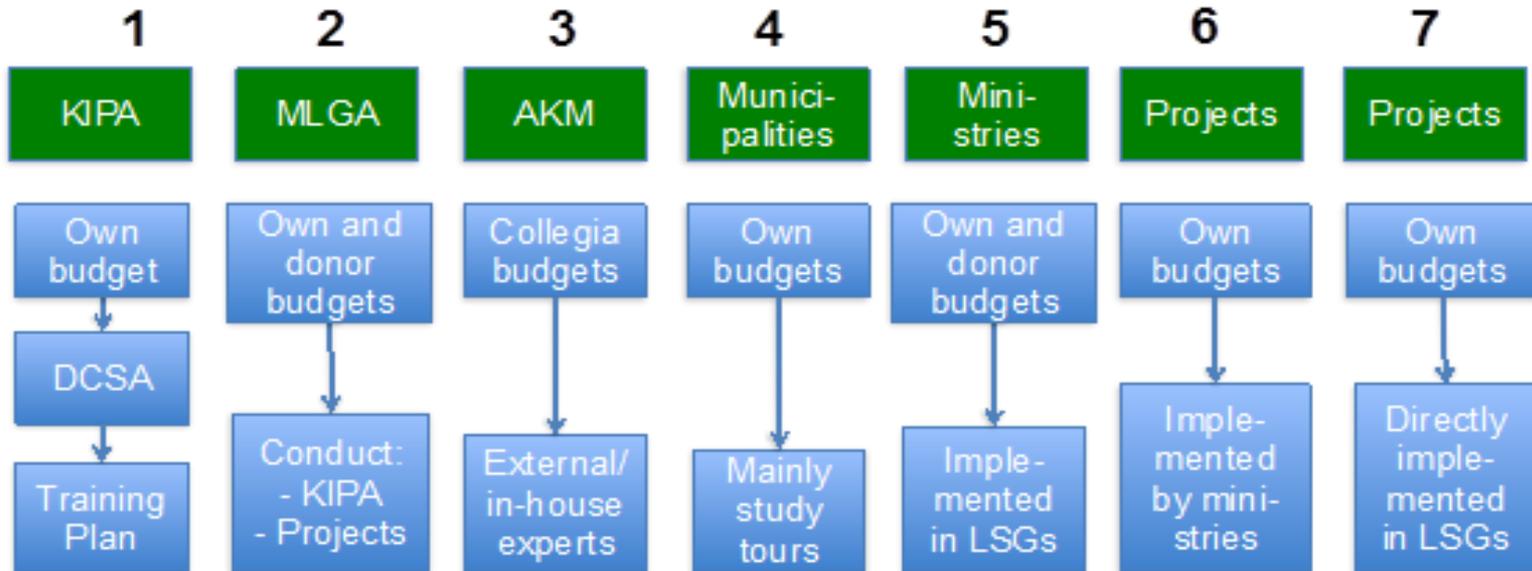
# Major effects on municipal capacity development

- Clientelism incentivises an inherently inequitable system, whereby some people will have privileged treatment. Employees with clientilistic ties to municipal management are more likely to receive training. Thus, clientelism introduces inefficiencies in the training system as it distorts connection between needs and training.
- The risk that clientelist-based practices penetrate into and undermines the integrity of the capacity development system administration.

# Feasibility Study: Capacity Development System for Municipalities in Kosovo, November 2015

- **Objective**: A thorough analysis of the current capacity development systems and mechanisms for local governments and identification of feasible options for future sustainable development of capacity development system that will ultimately lead to improved performance of municipalities.
- **Methodology**:
  - PEA of present situation
  - elaboration of options, taking into account best regional and European practices with advantages and disadvantages identified for the options
  - strive for a shared opinion of the main stakeholders on the most suitable option for future.

# Supply-side: present provision mechanisms



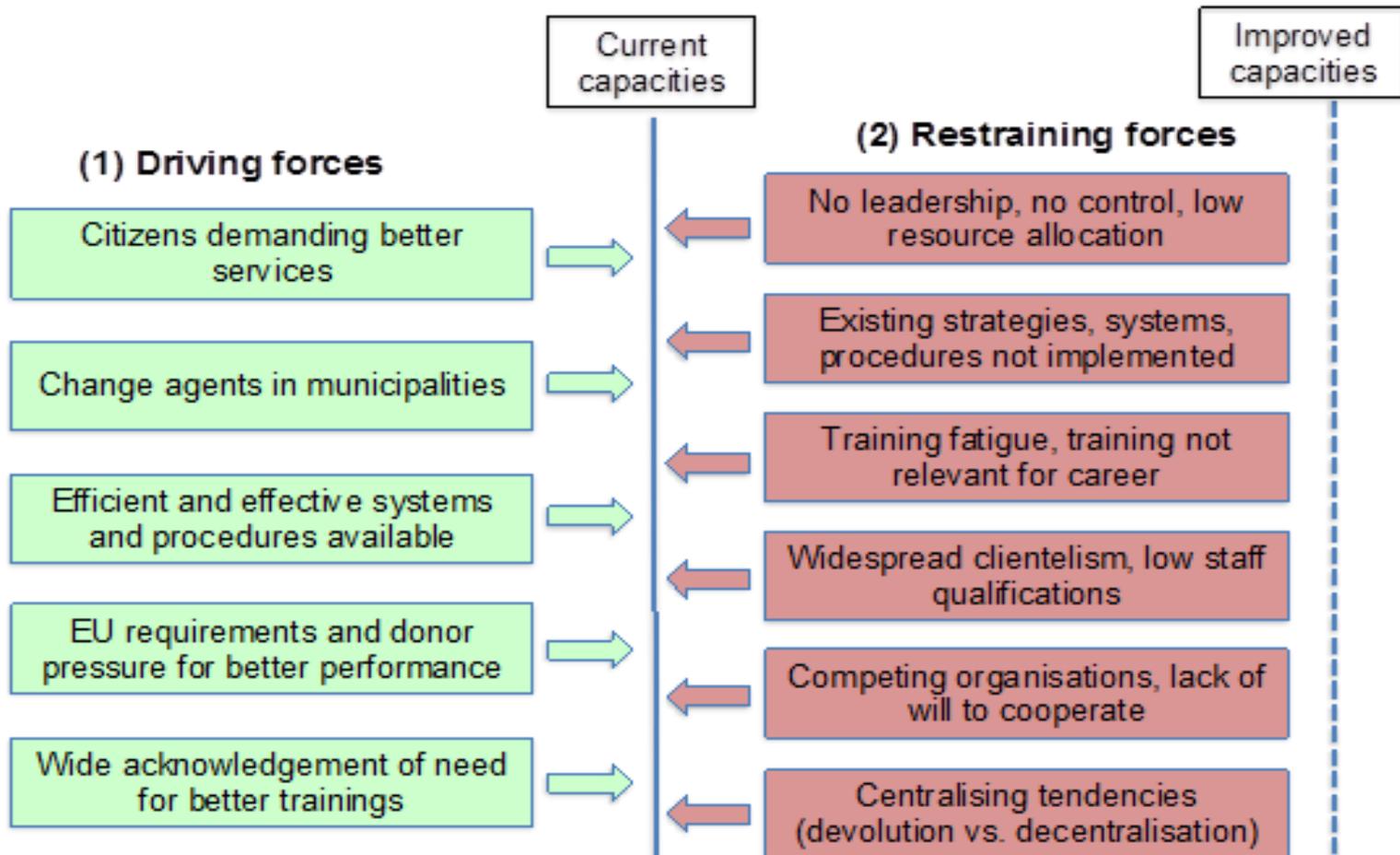
Assumed approximate budget volumes



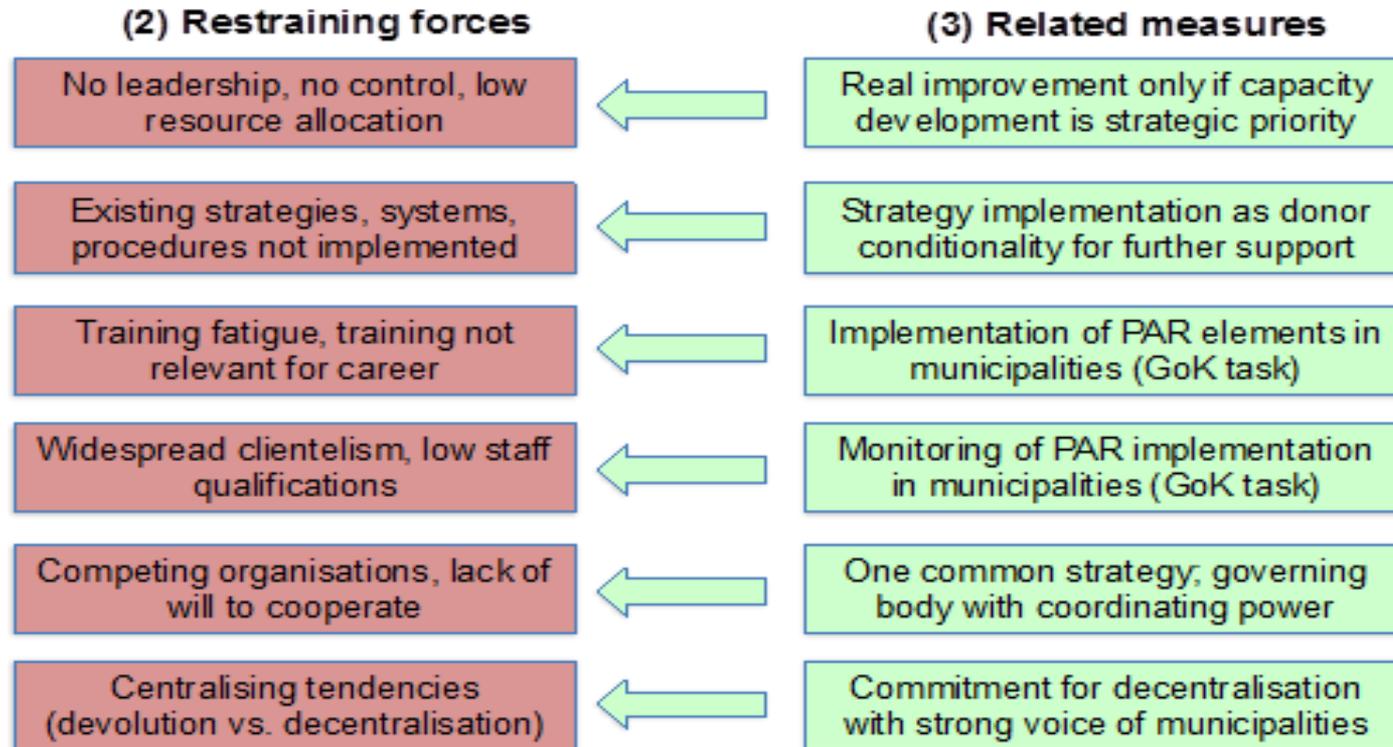
## Municipality feedback and emerging issues

- Municipalities do not have consolidated information on who does what, when, and why
- Few evaluations, no consequences for promotion of staff
- Frequent staff changes, lack of motivated people
- Directors often not specialists and challenged to professionally guide departments
- PAR elements (job catalogue, pay and grading system, performance assessment) not implemented yet, except HRMIS element for new recruitments

# Driving and Restraining forces



# Restraining forces and related Mitigation measures



# Regional trends

Regional countries between centralised and decentralised capacity development systems for municipalities

Centralised system  
(top-down)

Mixed system  
Top down and bottom up

Decentralised system  
(bottom up)

Albania

Montenegro

Macedonia

Croatia

Slovenia

Baltic states

Continuum from centralised to decentralised systems

# The four options

