



## Fast Tracking Division of Labour in Albania

How Division of Labour can support managing the governance of sector approaches

### Background (1)

- the international consensus on aid effectiveness: **country-led** division of labour and complementarity
- good practice principles (OECD WP-EFF)
  - partner country leadership
  - rationalise aid
  - optimal use of development resources
  - flexibility and pragmatism
  - capacity development
  - neutral impact on aid volume
  - monitoring and evaluation
  - communication



## Background (2)

- EU commitment to aid effectiveness: complementarity and division of labour **between the EC and MS**
  - European Consensus on Development (2005)
  - Code of Conduct on Complementarity and the Division of Labour in Development policy (2007)
  - Operational Framework on Aid Effectiveness (2009)
- **Effective Support for Enlargement** (2008 – onward)



## Sketch story in Albania

- Dec. 2008: Italy candidates as FTI-DoL **facilitator** in Albania
- Apr. 2009: launching of the process **at Tirana Conference**
- Apr. – Aug. 2009: setting up of a FTI-DoL **“working party”**
- Sept. – Nov. 2009: **inclusion of GoA** and negotiation on roles & responsibilities
- Dec. 2009: expression of interest for **DoL arrangements**
- Mar. 2010: **formal commitment** to DoL arrangements



## Fast Tracking DoL

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- “Fast Tracking” is an operational approach
- one size cannot fit all: seeking country-specific options
- preliminary work is crucial:
  - agreement on common goal
  - scope of work (roles & responsibilities)
  - mapping (data)
  - positioning (new country strategies)



## List of Lead Donors

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EU – Media and civil society, Justice and home affairs,  
Quality infrastructure and Internal Market

AUSTRIA – Water supply and Sanitation

ITALY - Private Sector Development

GERMANY – Agriculture and rural development

GERMANY – Energy

SWEDEN – Environment, Statistic

SWITZERLAND – Decentralisation and Regional  
development, Employment ,VET



## Key message

- on donor side: **flexibility** is crucial, as it enables effective in-country work
- pre-conditions (on donor's side):
  - clear guidance from HQ (ie: consistent commitment to aid effectiveness, action plans, operational recommendations, ... )
  - effective communication/coordination (with HQ + national repr. to EU + other in-country offices + other relevant national stakeholders)
- killer assumption: appropriate human/financial resources available



## Enabling environment

- existing donor coordination structure: formal and informal **information sharing** (based on project implementation)
- strong commitment to **common framework**: the European Perspective (EU Donors + Enlargement Countries)
- urge on **IPA effectiveness** and complementarity with bilateral aid (esp. from MS)
- **pro-active** facilitating donor + partner country willing to take **effective lead** of DoL process



## Flexibility

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- FTI-DoL monitoring reports point out that commitment to DoL is usually one-sided from donors
- even so: DoL can work when confronted with enabling environment
- provided donors agree on **flexible** (innovative?) **solutions**
- and feed them back to respective HQs



## DoL: next steps

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- **rethinking donor coordination**: from information sharing based on project implementation (which helps) to **sector-based policy dialogue**
- “lead donor”: supporting LM to steer sector policy dialogue and strategy monitoring, thus **effectively orienting** (and benefiting from) donors DoL



## What is needed (1 – Partner Country)

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- sector strategy: allows for less generic, more tailored alignment from active donors in the sector
- Line Ministry: ownership on sector strategy + leadership capacity for donor coordination and DoL



## What is needed (2 – Lead Donors)

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- providing appropriate resources for capacity development
- promoting more aid-effective tools within sector policy dialogue
- actively involving other donors, esp. European donors that share the same:
  - policy framework (European Perspective)
  - operational commitment (from the EU CoC to the new “Operational Framework on Aid Effectiveness”)