

DELTA FOLLOW UP PROGRAMME

LOCAL DEVELOPMENT STRATEGY ASSESSMENT

LEZHA LED STRATEGY IMPLEMENTATION



Lezha, 08 February 2010

INTRODUCTION

- assessment was conducted by Flag based upon template implemented for Shkodra by Marian Szymanowicz, Flag short-term international expert
- assessment shows progress and results nearly five years after implementation began
- findings will help improve effectiveness and efficiency of Strategy implementation
- assessment was done based on data provided by Lezha Municipality LED Department as of end 2009
- results presented here are Flag's assessment and interpretation and are not an official assessment

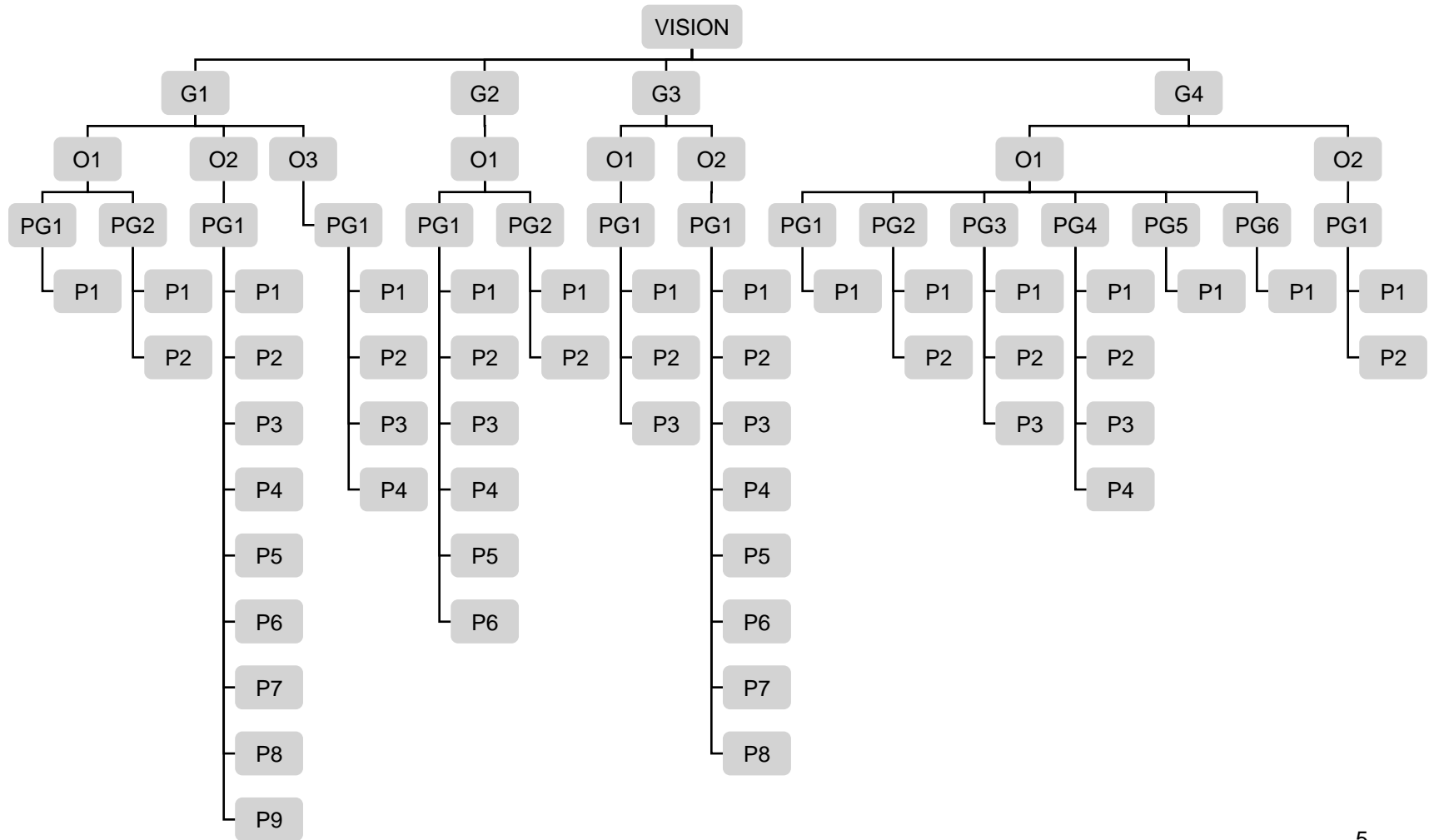
ASSESSMENT APPROACH

- assessment of implementation i) progress, and ii) results
- assessment of implementation results based on LED Strategy objectives
- additional aspects in assessment : organizational setup, implementation process, monitoring & evaluation, networking, participation of business and community

LEZHA LED STRATEGY

- 4 goals
- 8 objectives
- 16 programmes
- 49 projects
- additional 13 projects not included in LED Strategy document

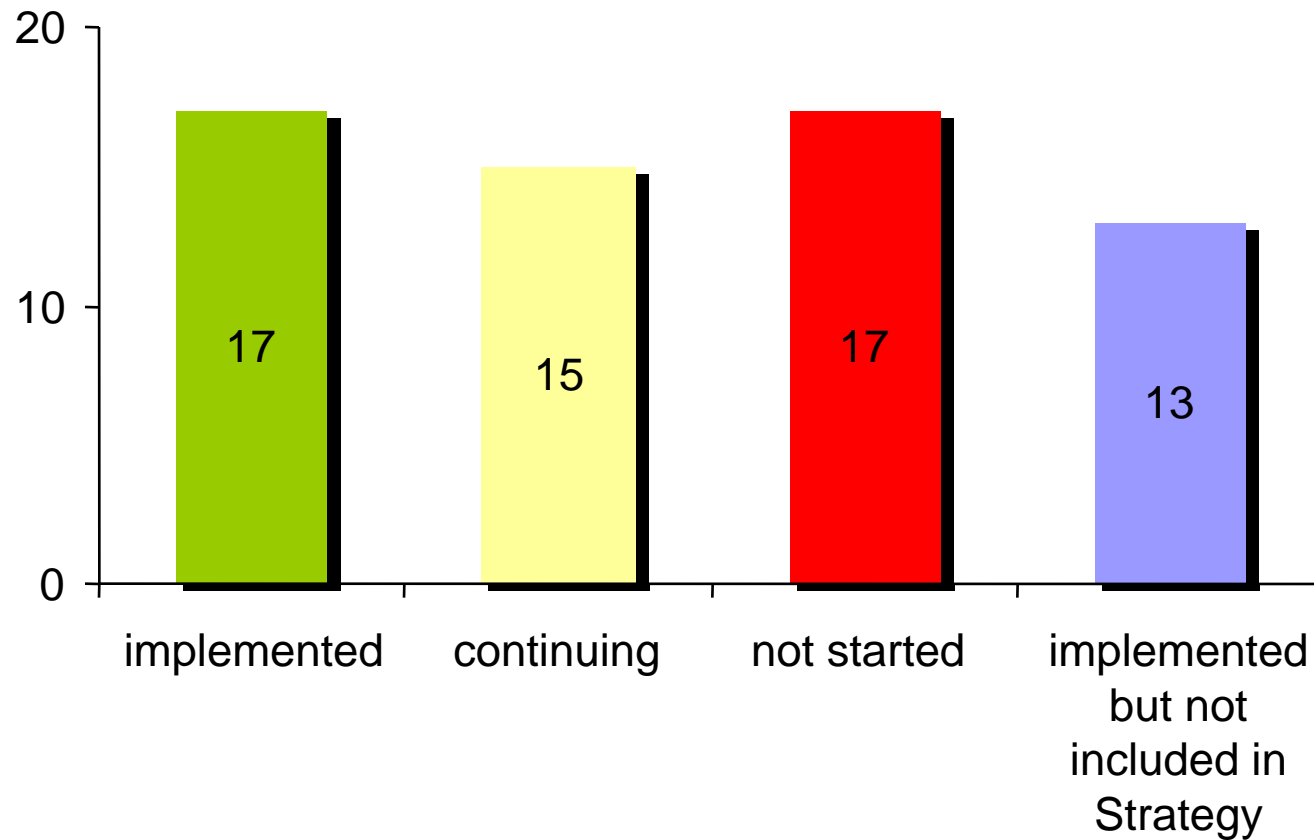
LEZHA LED STRATEGY (2)



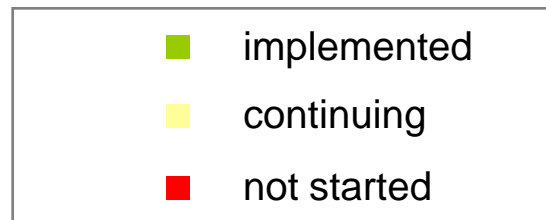
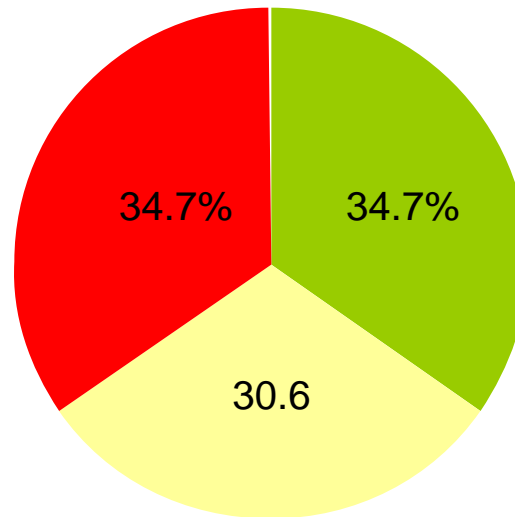
STATUS OF LED STRATEGY PROJECTS IMPLEMENTATION

- overall logic behind LED Strategy is similar to that of Logframe matrix
- assumption is implementation of LED Strategy projects will lead to achievement of strategy objectives, goals and vision, i.e. strategy implementation is implementation of projects related to set objectives and programmes
- assessment was done through classifying projects into three groups i) not started (red), ii) started but not yet finished (yellow), and iii) finished (green)
- projects implemented but not mentioned in strategy document (included if in line with strategy programmes, objectives and goals)
- in other Delta cities some projects are operational projects (i.e. sub-projects)

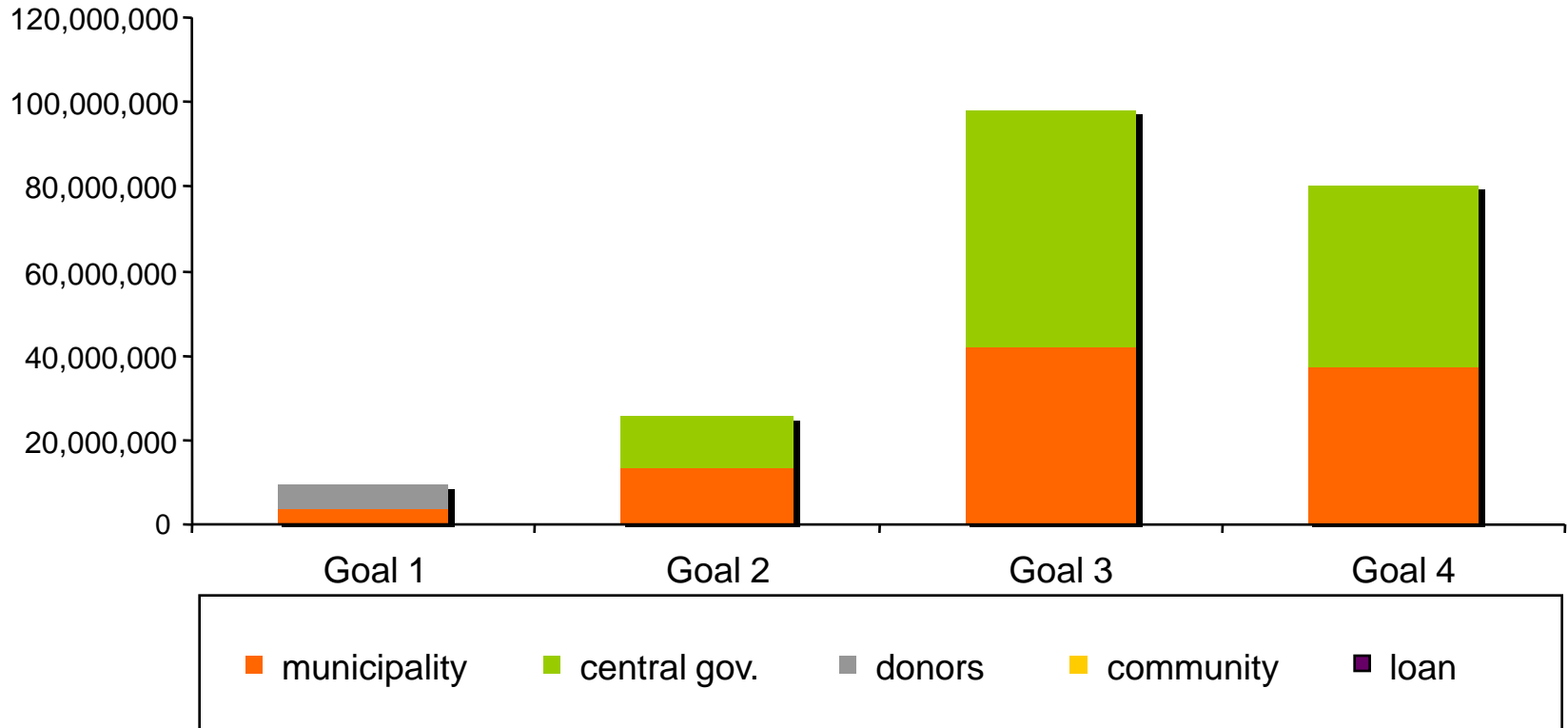
STATUS OF LED STRATEGY PROJECTS IMPLEMENTATION (2)



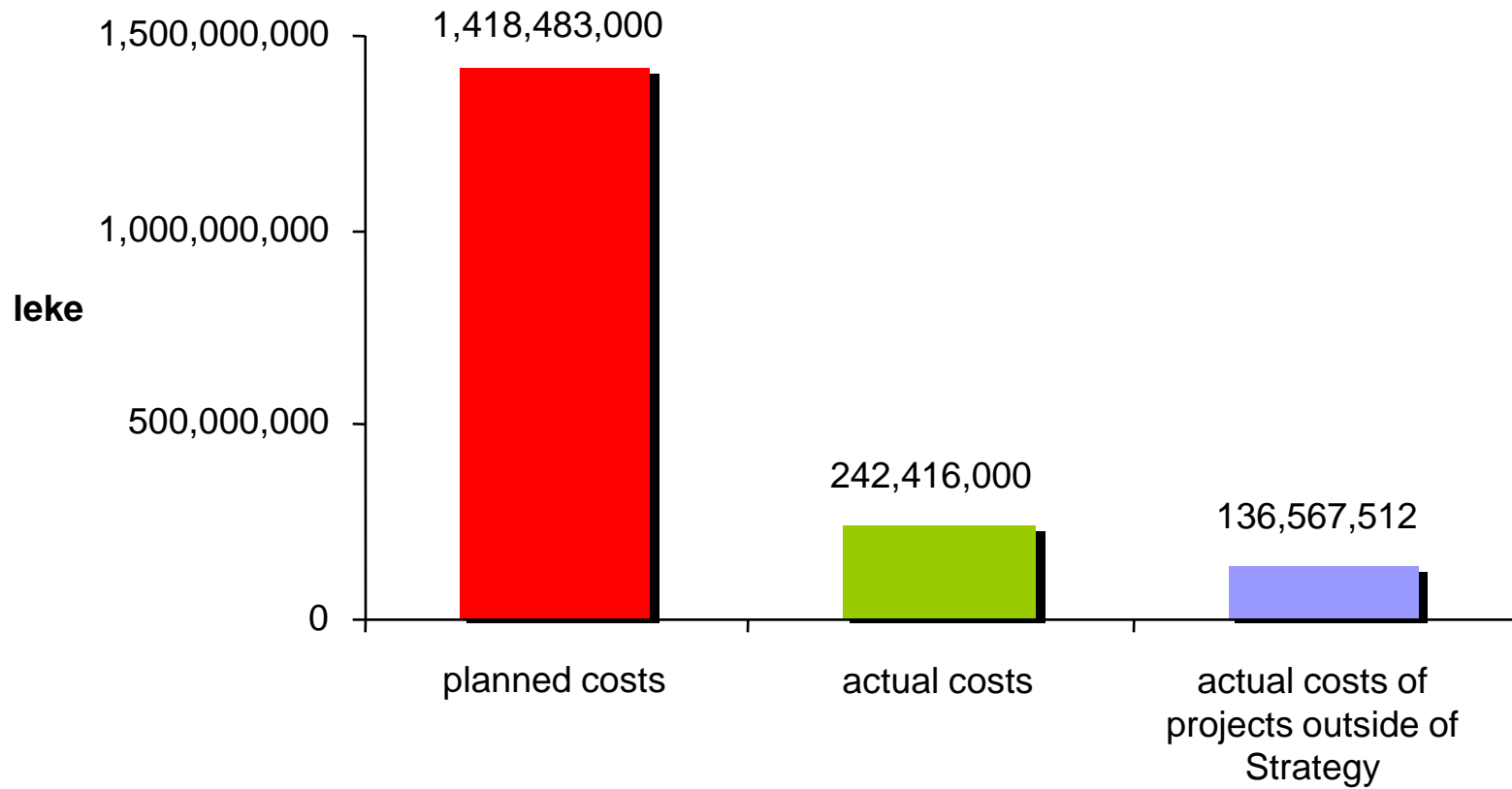
STATUS OF LED STRATEGY PROJECTS IMPLEMENTATION (3)



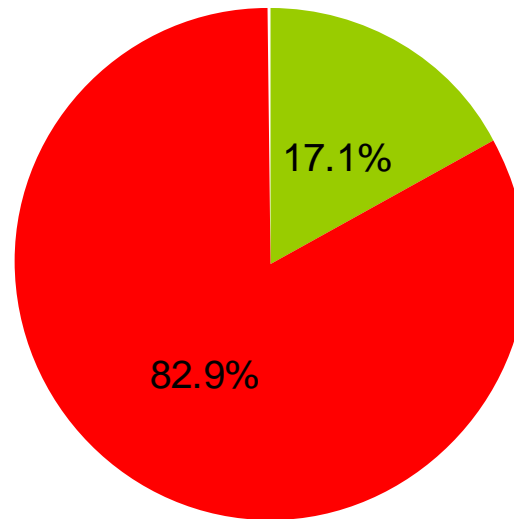
SOURCES OF LED STRATEGY IMPLEMENTATION FINANCING



STATUS OF LED STRATEGY IMPLEMENTATION FINANCING

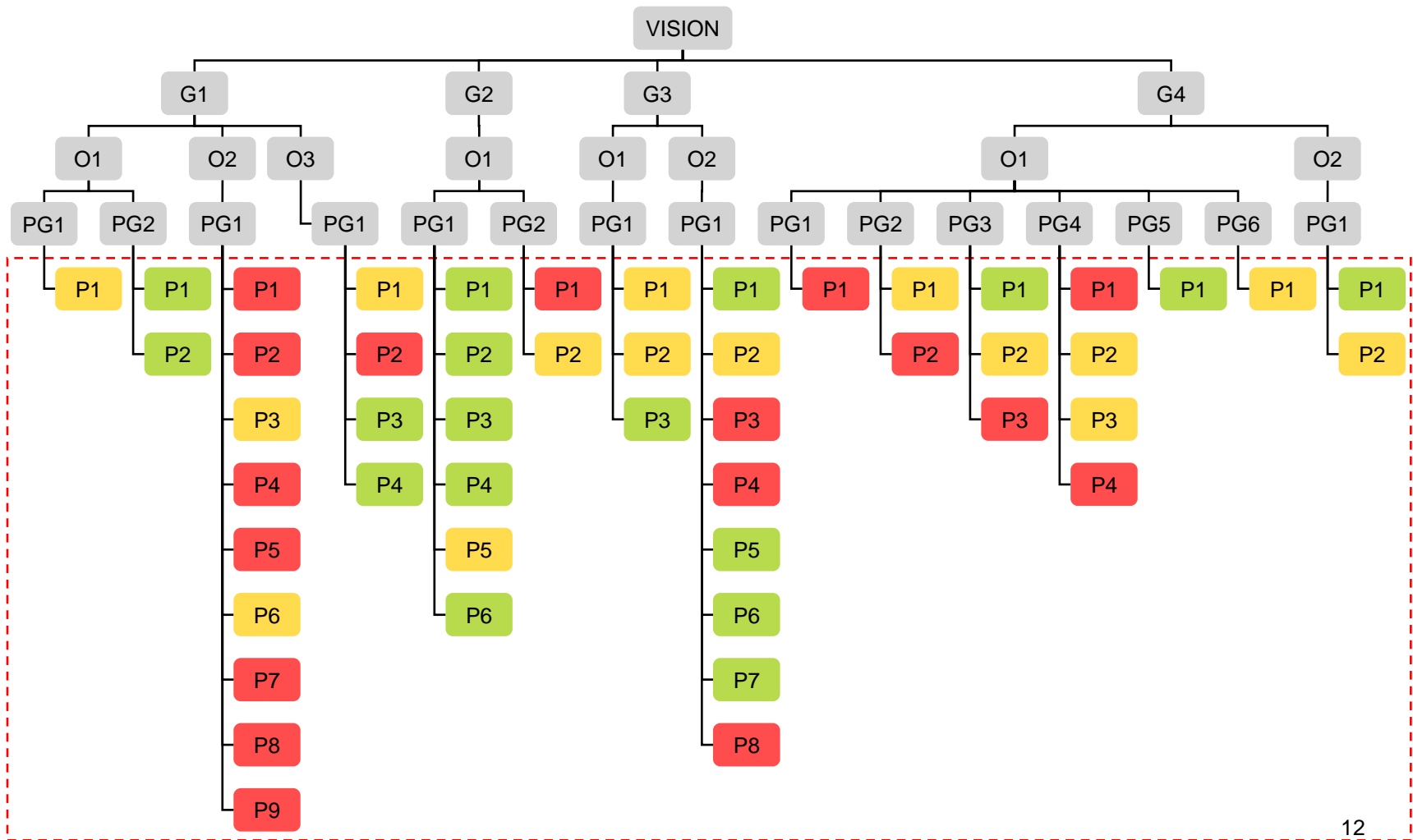


STATUS OF LED STRATEGY IMPLEMENTATION FINANCING (2)



- actual costs as % of planned costs
- % of planned costs not spent

STATUS OF IMPLEMENTATION OF LED STRATEGY PROJECTS



STATUS OF IMPLEMENTATION OF LED STRATEGY PROGRAMMES

- assessment of implementation of LED Strategy programmes based on assessment of status of implementation of projects
- overall, 35% of **projects** implemented
- **programmes** with 35% or more of projects implemented assessed as good (green)
- programmes with fewer than 35% of projects implemented, but where this figure plus % in process of implementation > % of projects not started, assessed as medium (yellow)
- other programmes assessed as poor (red)

STATUS OF IMPLEMENTATION OF LED STRATEGY PROGRAMMES (2)

Status of implementation Programme G2.O1.PG1:

Continuous application of new methodologies to encourage and support businesses

Goal Number	Objective Number	Programme Number	Project Number	Title of project	Status of project implementation
2	1	1	1	Conducting of a study to establish a business incubator	1
2	1	1	2	Conducting of a study to help develop municipal policies on providing fiscal incentives for tourism and agribusiness	1
2	1	1	3	Preparation of a booklet to advertise the crediting of local businesses by financial institutions	1
2	1	1	4	Creation of a map showing the location of businesses operating within the municipality's jurisdiction	1
2	1	1	5	Construction of public market places for foods and food products	2
2	1	1	6	Conducting of a study to build a transport, distribution and storage park	1

■ good progress

STATUS OF IMPLEMENTATION OF LED STRATEGY PROGRAMMES (3)

Status of implementation Programme G4.O1.PG2:
Environmentally friendly management of solid urban waste

Goal Number	Objective Number	Programme Number	Project Number	Title of project	Status of project implementation
4	1	2	1	Construction of a landfill for urban waste	2
4	1	2	2	Establishment of a system for the collection, treatment and disposal of hospital waste	3

■ medium progress ($0 \div 2 = 0\%$; $1 \div 2 = 50\%$)

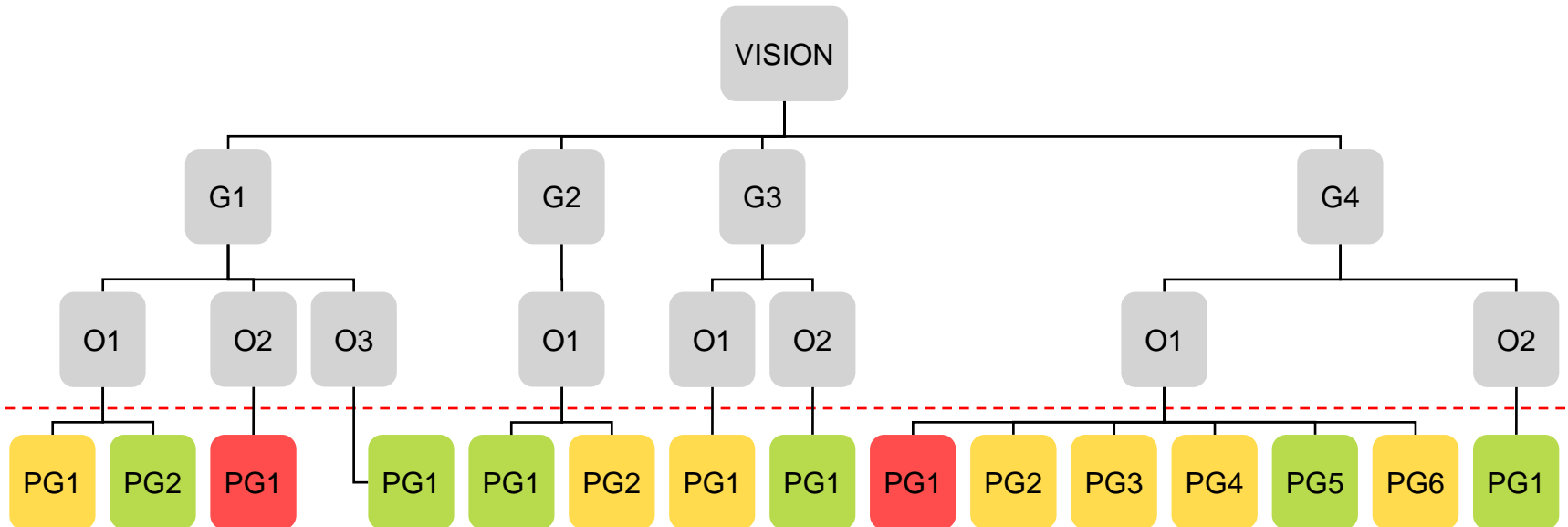
IMPLEMENTATION OF STRATEGY PROGRAMMES—CONCLUSIONS

- six programmes assessed as having good progress of implementation, with two fully implemented

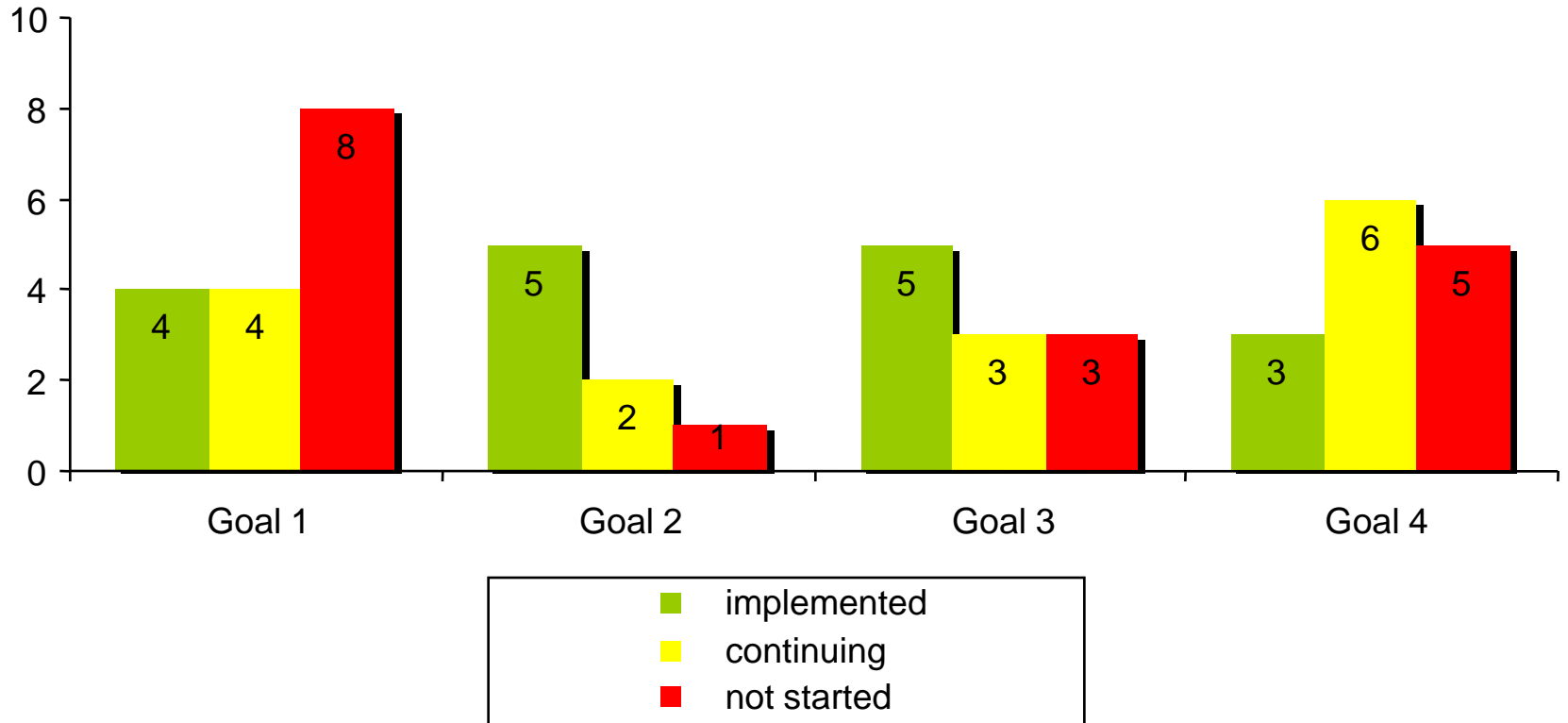
- Programme 1.1.1: Coordination of public and private actors to plan tourism development (1)
- Programme 2.1.2: Reactivation of the food processing industry (2)
- Programme 3.1.1: Development of the regulatory urban foundations to precede the developing needs of the city (3)
- Programme 4.1.2: Environmentally friendly management of solid urban waste (2)
- Programme 4.1.3: Expansion in the number and size of green areas in the city (3)
- Programme 4.1.4: Improvement in the city's recreational facilities (4)
- Programme 4.1.6: Optimisation of the existing public infrastructure (1)

- Programme 1.2.1: Improvement of infrastructure of archaeological sites (9)
- Programme 4.1.1: Improvement in the standards of sewage discharge (1)

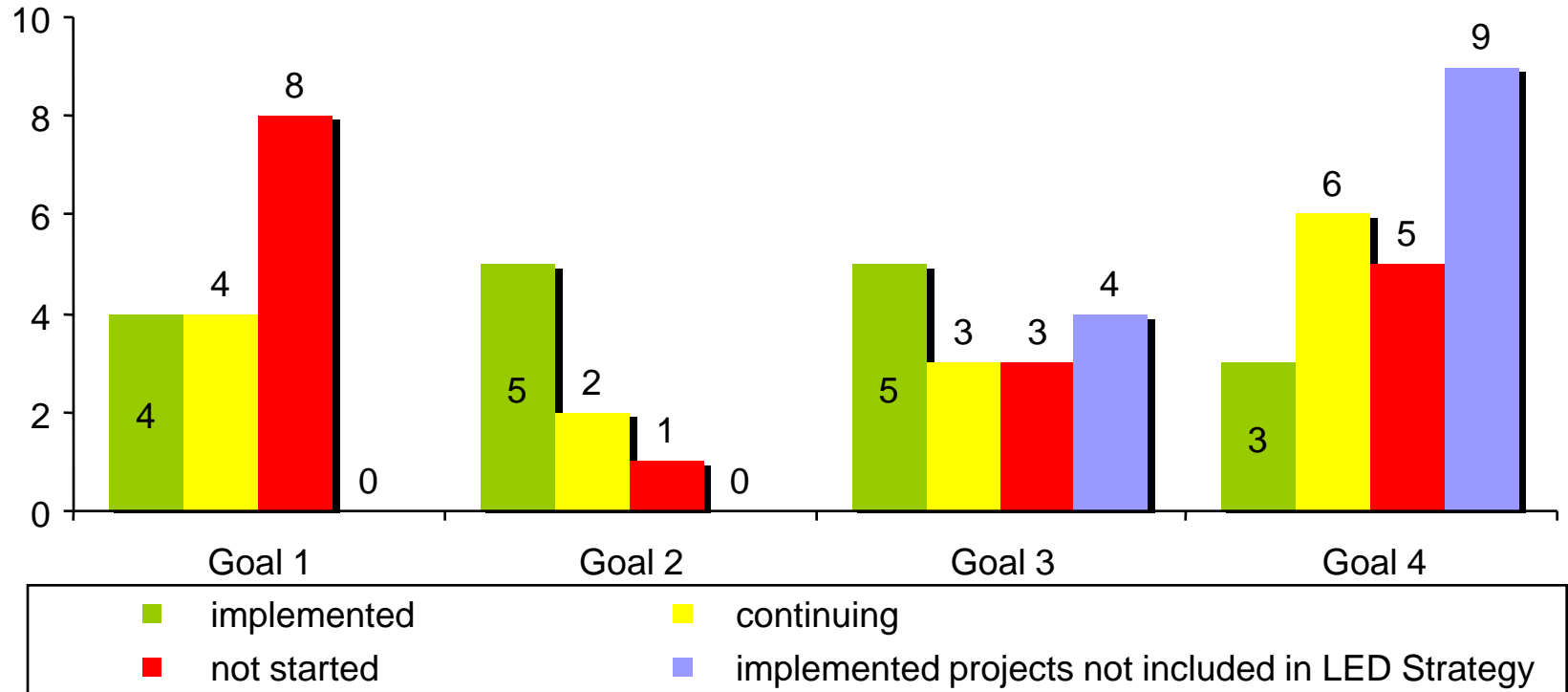
STATUS OF IMPLEMENTATION OF LED STRATEGY PROGRAMMES (5)



STATUS OF IMPLEMENTATION OF LED STRATEGY GOALS



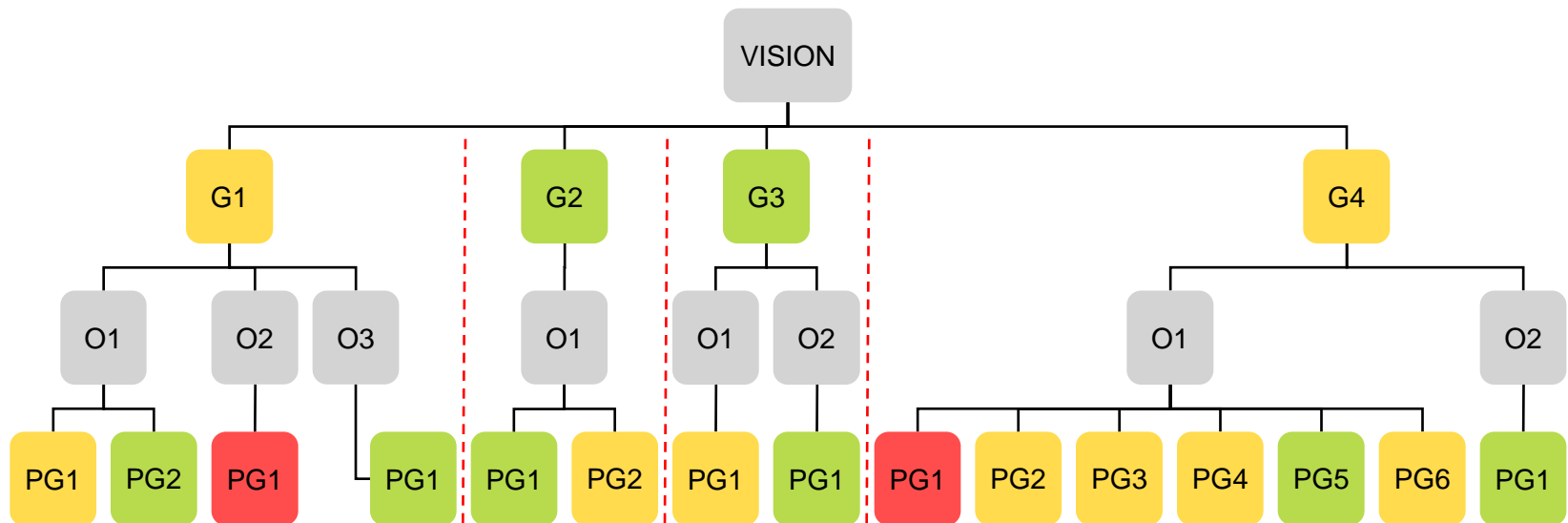
STATUS OF IMPLEMENTATION OF LED STRATEGY GOALS (2)



STATUS OF IMPLEMENTATION OF LED STRATEGY GOALS—CONCLUSIONS

- Goal 1: Coordinated development of the multi-dimensional potential of tourism in the Lezha area and the development of an attractive environment for tourists and tourism businesses
- Goal 2: Increase in the level of the economy of the city, focusing on the development of small and medium size enterprises
- Goal 3: Improved development of the urban area of Lezha in line with the anticipated needs
- Goal 4: Improvement in the living conditions and increase in the quality of life for Lezha's inhabitants

STATUS OF IMPLEMENTATION OF LED STRATEGY GOALS (4)



ASSESSMENT OF RESULTS OF LED STRATEGY IMPLEMENTATION

- assessment shows good progress in implementation of Lezha LED Strategy, and good progress is expected in achieving its goals
- to measure progress with results we use strategy objectives
- unfortunately, objectives of the Strategy are in most cases NOT formulated as SMART objectives, preventing us to use them as strategy goal performance indicators
- results of Strategy implementation with regard to established objectives are evaluated by comparison of results with targets set in objectives

SMART Objectives:

- Specific**, objectives should specify what they want to achieve
- Measurable**, should be able to measure whether objective is being met or not
- Achievable**, are objectives achievable and attainable?
- Realistic**, can objectives be realistically achieved with available resources?
- Time**, when should the set objectives be achieved?

RESULTS OF IMPLEMENTATION OF LED STRATEGY (1)

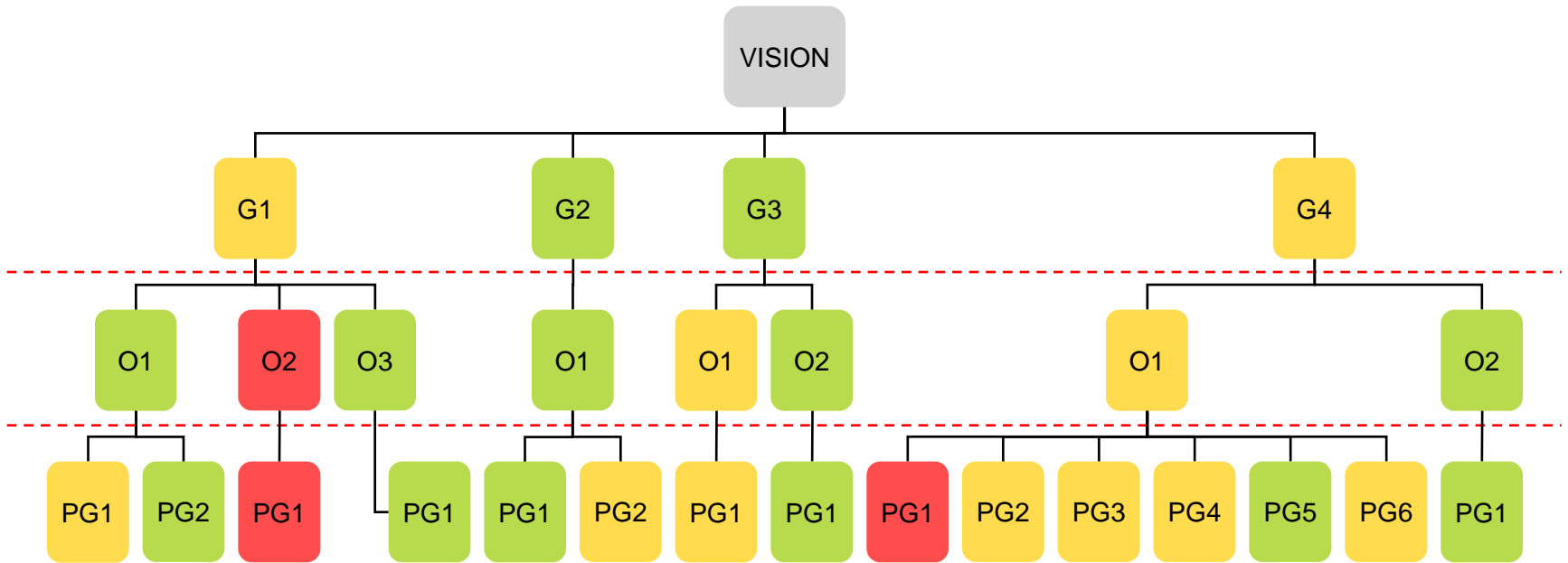
Objective 1.1: *Planning of the development and promotion of the tourism potential of Lezha*

Baseline (2004)	Target (2010)	Actual (2010)	Actual / Baseline	Actual / Target
????	????	???	??%?	??%?

Comments:

- *objective includes two programmes, which are assessed as at a medium and a good level of implementation: two of its three projects have been implemented with one under way. This situation indicates that there is a possibility of achievement of full implementation of all projects gathered under this objective*
- *there are 2 targets: planning of tourism development and of promotion of its potential (how to measure these?)*
- *possible may achieve objective (**indeed it is already achieved**) without completion of all projects: no numbers of planning and promotion of projects*
- *it is recommended to redefine objective and establish targets and deadlines (SMART)*

RESULTS OF IMPLEMENTATION OF LED STRATEGY (2)



RESULTS OF IMPLEMENTATION OF LED STRATEGY—CONCLUSIONS

- City of Lezha is progressing well towards achieving established objectives (eight objectives covering 15 programmes)—5 good, 2 medium, 1 poor—a good result for LED Strategy implementation
- However, objectives (63%) are assessed as higher state than projects (35%). Meanwhile, no objectives have been achieved (though one could argue that >1 has been). This is inconsistent
- Given the little amount of time remaining for the Plan, end of 2010, it is unlikely that objectives as intended will be achieved
- Each objective needs to be reviewed whilst reviewing the Strategic Plan: each needs to be made SMARTer, i.e. contain quantitative information when plan drawn up and desired status at end of duration of plan
- It is recommended that all objectives are reviewed and redefined along with relevant indicators, to form basis for establishing system of monitoring progress towards achievement of established objectives and goals
- Analysis shows some objectives insufficiently conceived: e.g. might achieve project target but not objective; might achieve objective without all projects implemented, etc.

ORGANIZATIONAL SET-UP OF LED STRATEGY IMPLEMENTATION

- LED Strategy implementation is based mainly on municipal administration—different municipal departments
- Although no organizational and management framework has been set up for implementing LED Strategy, there is evidence of good cooperation of LED staff and other municipal departments and public institutions, and that the municipality did well in implementing the Strategy in these five years
- Commission was not called periodically to see progress with strategy and not involved institutionally in implementing and monitoring it

PROCESS OF LED STRATEGY IMPLEMENTATION

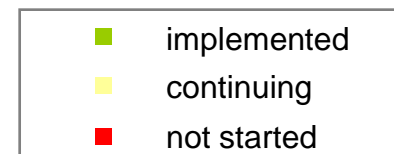
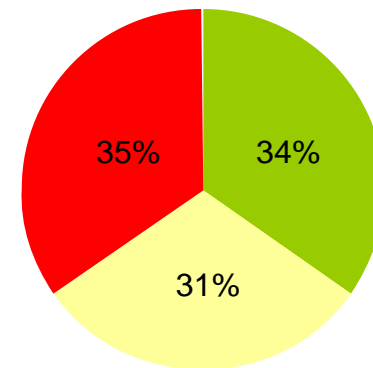
- process of LED Strategy implementation is mainly based on annual budgeting processes. Although City of Lezha does not have official procedures linking LED Strategy with budgeting, the strategy is used by municipal departments in budgeting process
- budget documents do not have direct references to LED Strategy
- no evidence of Multiyear Financial Plans (MYFP) and Capital Improvement Programmes (CIP) used to integrate long-term goals and objectives into annual budgeting; however municipal administration has started to work on tools it will use in near future
- lack of clear identification of units responsible for implementation of specific LED Strategy projects is another weakness in process
- there is a roughly equal share in LED Strategy total financing by the municipality and donors, but majority has come from central government
- strategy has not been updated

MONITORING & EVALUATION OF LED STRATEGY

- although LED staff have made a large effort to monitor LED Strategy implementation such effort cannot be viewed as a monitoring system
- there is lack of performance monitoring and reporting of LED Strategy implementation and no evidence of conducting periodic assessments
- no evidence of periodic discussions with businesses for assessment of impact of strategy on business climate
- no evidence of annual public presentation or promotion of strategy implementation and results

QUESTIONS

- are you pleased with level of strategy implementation?
- how do you assess future role of planning commission in implementation and monitoring of Strategy?
- have you any comments and suggestions on strategy implementation and monitoring?
- how often should the strategy be reviewed?



INTERNET

Lezhe SPLED alb

