

Allocation/ Delegation as a Tool of Performance Management

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THE DISTINCTION

The panel title names two different things. They are not the same.

ALLOCATION

**Who holds what
responsibility**

Structural

Defined by law and job descriptions

Static — changes only when
the org chart changes

DELEGATION

Who exercises what authority

Managerial

Decided by a supervisor intentionally

Dynamic — adjusts based on
trust, competence, and context

THE CYCLE

Delegation is not separate from performance management. It is the mechanism.



Albanian law defines steps 1 and 3. Steps 2 and 4 are left to chance.

THE PARADOX

Performance management **requires** discretion.

Our Public Administration **fears** discretion!

If you remove all discretion, you remove
the possibility of managing performance at all.

Remove discretion

Everyone is treated identically.
No differentiation. **Compliance** not Performance
Management.

Enable discretion

Managers differentiate, delegate,
develop. Performance becomes real.

THE PRIVATE SECTOR TEST

In the private sector, delegation is not a “nice to have”.

It is **survival!**

PRIVATE SECTOR

A CEO who makes every decision becomes the bottleneck that kills the business.

PUBLIC ADMINISTRATION

A “Secretary General” who makes every decision becomes the bottleneck that kills performance.

The logic is the same. Only the consequences are slower.

THE THREE CONDITIONS

Delegation works only when all three are present

CLARITY

Does every civil servant know what they are responsible for?

68%

say yes

AUTHORITY

Do they have the power and resources to deliver?

21%

feel they have autonomy

CONSEQUENCE

Are there real outcomes—positive or negative?

12%

see rewards for performance

Data: *Public Administration Survey 2026 (EU4GG)*

THE GAP

The motivation is there. The system is not.

WHAT EMPLOYEES WANT

60%

rate job performance as “very important”
for career advancement

55%

say it is important for them
to advance in their career

44%

say their job inspires them
every day

WHAT THE SYSTEM DELIVERS

5%

are satisfied with their salary

9%

see a link between
performance
and pay prospects

37%

strongly disagree that
performance
leads to any salary benefit

Data: *Public Administration Survey 2026 (EU4GG)*

WHAT NEEDS TO CHANGE

Directions for the new secondary legislation

Delegation protocols

alongside job descriptions

Mandatory feedback

documented, with action plans

Delegation quality as a KPI

for every manager

Progressive autonomy

competence earns authority

Graduated consequences

beyond pass/fail ratings

Management training

not just legal compliance