

## Annex no. 1

### Action plan and indicators

#### Cross-cutting Public Administration Reform Strategy 2015 – 2020

A reporting model on the implementation of activities and achievement of the targets of the objectives will be prepared as a first measure to ensure the implementation of the strategy. Reporting will be conducted by the Department of Public Administration, which will draft the annual report on the implementation of the Strategy, based on success indicators. The Department of Public Administration will create within **3 months** of the adoption of the Strategy the reporting model as a first measure and it will distribute it to all actors involved in the process.

In order to coordinate the implementation of measures, which belong to several strategies (with special attention to measures relating to anti-corruption, digitization strategy and decentralization reform), periodic meetings will be organized between institutions responsible for monitoring the implementation.

Performance indicators are foreseen for each objective and activity. Qualitative indicators (listed in letters a, b, c, ...), which measure the impact of the implementation of the target at the end of the period, are mainly provided for the objectives, while quantitative or process indicators (listed by numbers 1, 2, 3 ...) are provided for the activities. Where previous data have been available, these data have been presented in the initial values of 2015, whereas when there have been no indicators, then they will be measured in 2015 and will serve as a basis for measuring the projected targets.

No	Indicator	Responsible institution/ involved	Basement	Accomplishment deadline	Target 2017	Target 2020	Verification source
<i>Objective 1 - Improved planning and coordination policies to draft government strategic documents, which turn priorities into concrete actions.</i>							
1.a	<b>100% of strategic regulatory framework drafted and implemented</b>	Department of Programming, Development and Foreign Aid		2016	100%	100%	Government's evaluation reports
1.b	<b>100% of sector strategies and quality finished (with the action plan costing and set of indicators with corresponding goals)</b>	Department of Programming, Development and Foreign Aid		2016	100%	100%	Government's evaluation reports
1.c	<b>70% of policy-making staff of LM trained, at least, once on issues of strategic planning</b>	Department of Programming, Development and Foreign Aid /		Annual	50%	70%	Government's evaluation reports

		Albanian School of Public Administration					
1.d	<i>Improvement of Transparency Index during the policy-making process by the Government, according to the World Economic Forum</i>	Department of Programming, Development and Foreign Aid / Line Ministry	4 <sup>1</sup>		5	6	According to the FEB evaluation
Activity 1.1. Evaluation of the current situation and regulatory framework for drafting sector and cross-cutting strategies in addition to capacities of stakeholders involved in the process (Central Units of the Office of the Prime Minister and the units of central institutions).							
1.1.1	The evaluation report drafted and the training program approved	Department of Programming, Development and Foreign Aid / Albanian School of Public Administration		Quarter I <sup>2</sup> of 2016			The published report. The decision of approval of the training program.
Activity 1.2 Drafting of regulatory framework to draw up sector and crosscutting strategies and sector strategic documents 2015-2020, in the frame of the National Strategy for Development and Integration 2015-2020.							
1.2.1	Regulatory framework adopted.	Department of Programming, Development and Foreign Aid		Quarter IV of 2015			Acts adopted
1.2.2	Sector and cross-cutting strategies adopted.	Department of Programming, Development and Foreign Aid / Line Ministry		Ongoing			Acts of strategies adoption
1.2.3	Analysis of the implementation of the NSDI published.	Department of Programming, Development and Foreign Aid		2017			Document published
Activity 1.3 Capacity building of the Department of Development Programming, Financing and Foreign Aid in regard to strategic planning and public policy planning based on the realized training needs assessment accomplished.							
1.3.1	4 days of training for the staff of Department of Programming, Development and Foreign Aid accomplished.	Department of Programming, Development and Foreign Aid / Albanian School of Public Administration		2016	2 additional training days	2 additional training days	Reports of participation in training
Activity 1.4 Capacity building of central institutions, after assessing the needs in relation to strategic planning and public policy planning (as well as the use of IPSIS).							
1.4.1	IPSIS functional and in use by institutions.	Department of Programming, Development and Foreign Aid		Quarter IV of 2017			Functioning report of the Department of Programming,

<sup>1</sup><http://reports.weforum.org/global-competitiveness-report-2014-2015/economies/#economy=ALB>

<sup>2</sup>The acronym Q means "Quarter". When followed by the figures I, II, III or IV it means the end of the relevant quarter of the respective year.

							Development and Foreign Aid
1.4.2	The central institution staff trained and able to use systems (240 officials trained).	Department of Programming, Development and Foreign Aid / Albanian School of Public Administration		Quarter IV of 2017			Reports on the organization of the training
<b>Activity 1.5 Establishing of the GIFS (Government Financial Information System) and capacity building for financial control management.</b>							
1.5.1	System established and capacities built.	Department of Programming, Development and Foreign Aid		Quarter IV of 2016			System functional
<b>Activity 1.6 Capacity building of the central administration in relation to drafting the MTBP (Medium-Term Budget Program).</b>							
1.6.1	The central institution staff trained and able to draft qualitative Mid-Term Budget Programs (300 officials trained in 3 days of training).	Department of Programming, Development and Foreign Aid / Albanian School of Public Administration / MF		300 Civil Servants trained by Quarter IV of 2016			Reports on the organization of the training
<b>Activity 1.7 Capacity building of line ministries in terms of drafting policies, strategies, action plans and development programs.</b>							
1.7.1	Institutions policy-making and coordination staff trained about drafting strategies and planning documents (9 days of training for 400 participants).	Department of Programming, Development and Foreign Aid / Albanian School of Public Administration		250 Civil Servants trained	400 Civil Servants trained		Reports on the organization of the training
<b>Activity 1.8 Capacity building and better functioning of the Strategic Management Group as coordination structure within each ministry.</b>							
1.8.1	Regulatory framework for the operation of SMG-s amended.	Department of Programming, Development and Foreign Aid		Quarter IV of 2016			Act adopted
1.8.2	The central institution staff trained and capable to coordinate activities efficiently (300 officials trained in 2 days of training).	Department of Programming, Development and Foreign Aid / Albanian School of Public Administration			150 Civil Servants trained	300 Civil Servants trained	Reports on the organization of the training
<b>Objective 2: Transparent and all-inclusive system of drafting laws, which is based on the policies and, which ensures alignment with the acquis</b>							
2.a	<b>Quality of impact assessment analysis and evaluation of the implementation of relevant drafted and published legal acts.</b>	Programs and Legislation Monitoring Unit			Growing trend	Growing trend	SIGMA evaluation reports, progress reports and reports drafted by the Programs and Legislation Monitoring Unit

2.b	<i>Percentage of legal acts, which have passed through an extensive public consultation process and evidences of involvement of the public and stakeholders in the process.</i>	Programs and Legislation Monitoring Unit /Minister of Relations with the Parliament	Data of 2015	Ongoing	Growing trend	100% e of acts	SIGMA evaluation reports, progress reports and reports drafted by the Programs and Legislation Monitoring Unit /Minister of Relations with the Parliament
2.c	<i>The number of legal acts as amended within the first year since the adoption.</i>	Programs and Legislation Monitoring Unit /Minister of Relations with the Parliament	Data of 2015	Ongoing	Decreasing trend	Decreasing trend	SIGMA evaluation reports, progress reports and reports drafted by the Programs and Legislation Monitoring Unit /Minister of Relations with the Parliament
<b>Activity 2.1 Evaluation of situation regarding the current challenges of the legislative drafting system.</b>							
2.1.1	The evaluation report adopted.	MoJ/Minister of Relations with the Parliament		Quarter IV of 2015			The act of adoption of the report
<b>Activity 2.2 The adoption of normative regulatory framework for drafting laws in view of strengthening the facilitation in the law drafting process</b>							
2.2.1	Manual for drafting legislation adopted.	MoJ/Minister of Relations with the Parliament		Quarter IV of 2016			Act of adoption
2.2.2	Job descriptions for positions included in legislation drafting revised (about 300 positions).	MoJ/Minister of Relations with the Parliament/DoPA		Quarter IV of 2016			Acts of approval of PP in institutions
<b>Activity 2.3 Systematic use of the evaluation of corruptive opportunities of legislation (Corruption proofing).</b>							
2.3.1	Manual integrated as chapter in the manual of legislative drafting.	Minister of Local Government Affairs/MoJ/Minister of Relations with the Parliament		Quarter IV of 2016			Act of adoption
2.3.2	Capacities built to evaluate the corruption opportunities in legislation (50 officials trained in 2 days of training).	Minister of Local Government Affairs/MoJ/Minister of Relations with		Quarter IV of 2016			Reports on the organization of the training

		the Parliament/Albanian School of Public Administration					
2.3.3	Legal acts pass the evaluation procedure of corruption opportunities.	Minister of Local Government Affairs/MoJ/Minister of Relations with the Parliament			40% of acts	80% of acts	Explanatory notes accompanying laws
<b>Activity 2.4 Supplementing with bylaws and ensuring the implementation of the Law on public notification and consultation.</b>							
2.4.1	Bylaws adopted.	Ministry for Innovation and Public Administration/MoJ /Minister of Relations with the Parliament		Quarter IV of 2015			Adopted acts
2.4.2	100% of adopted strategies have undergone a public consultation process.	Department of Programming, Development and Foreign Aid		Ongoing			Explanatory notes submitted for approval to the government
<b>Activity 2.5 Improvement of procedure for conducting expected impact assessments and evaluations of the compliance with the Acquis, as well as linking the regulatory acts with the policies in the country.</b>							
2.5.1	Methodology for conducting impact analysis adopted.	Programs and Legislation Monitoring Unit		Quarter IV of 2015			Act of adoption
2.5.2	Expected impact analysis (RIA) performed for important legal acts.	Programs and Legislation Monitoring Unit /Line Ministry			30% of laws are accompanied by RIA	50% of laws are accompanied by RIA.	Explanatory notes in the government
<b>Activity 2.6 Capacity building of units dealing with drafting legislation and central monitoring units.</b>							
2.6.1	Civil servants trained about the techniques of drafting legislation (75 civil servants trained in 3 days training).	MoJ/Programs and Legislation Monitoring Unit /Minister of Relations with the Parliament/ Albanian School of Public Administration			50 Civil Servants trained	75 Civil Servants trained	Reports on the organization of the training
<b>Activity 2.7 Enhancement of the legislation publication transparency.</b>							
2.7.1	Consolidated acts are published periodically in the websites of institutions.	Programs and Legislation Monitoring Unit			70% of important legislation	100% e of important legislation	Monitoring reports of the Programs and

		/Line Ministry			published	published	Legislation Monitoring Unit
<b>Objective 3: Building of an effective monitoring and evaluation system of strategies, programs and legal framework in force, based on the following: 1) collection of data through a neutral and transparent process for drafting and implementation of strategies, programs and legislation, and 2) drafting of analysis to evaluate the effects generated by the implementation.</b>							
3.a	<i>Percentage of monitoring and evaluation reports for important strategies drafted and published annually.</i>	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit	To be measured in 2016	Ongoing	Growing trend		Monitoring reports
3.b	<i>The extent to which reporting provides information on the results achieved (SIGMA indicator)<sup>3</sup>.</i>	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit	To be measured in 2015	Ongoing	Growing trend	Growing trend	SIGMA Evaluation Reports
3.c	<i>Number of public consultations /presentations held to discuss monitoring and evaluation reports.</i>	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit	To be measured in 2016	Ongoing	Growing trend	Growing trend	
<b>Activity 3.1 Evaluation of the current situation regarding the monitoring and evaluation system used by the government, including the institution in charge of these functions, human resources available and the needs for capacity building, the methodology used and the regulatory framework in force.</b>							
3.1.1	The drafted evaluation report shows the current situation and the proposals for effective solutions.	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit		Quarter IV of 2016			
<b>Activity 3.2 Building and strengthening monitoring and evaluation system of the Albanian Government, through the reformation of the regulatory framework in force, functional review of units responsible for monitoring and evaluation in central institutions and capacity building of staff in these institutions, but also in the central monitoring units in the Office of the Prime Minister by establishing an efficient monitoring and evaluation network.</b>							
3.2.1	Regulatory framework for monitoring and evaluation adopted.	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit		Quarter IV of 2016			Adopted acts
3.2.2	Civil servants trained on the techniques of policies and legislation monitoring and evaluation (1200 Civil Servants trained in 2 days training).	Department of Programming, Development and Foreign Aid/Programs and Legislation			600 Civil Servants trained	600 Civil Servants trained	Reports on the organization of the training

<sup>3</sup>For all quality indicators borrowed from SIGMA document "Principles of Public Administration", the measurement will be performed using SIGMA's evaluation and the appropriate methodology. In the case of these indicators, for which there is no previous indicator value as baseline, 2015 will be used.

		Monitoring Unit /Albanian School of Public Administration					
<b>Activity 3.3 Drafting of the monitoring and evaluation methodology</b>							
3.3.1	Methodologies for the evaluation of strategies, programs and laws drafted and adopted.	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit		Quarter IV of 2016			Adopted acts
<b>Activity 3.4 Using of the electronic monitoring systems by the government institutions</b>							
3.4.1	Three electronic monitoring systems created.	Department of Programming, Development and Foreign Aid/Programs and Legislation Monitoring Unit			2 systems are functional	3 systems are functional	Reports on the functioning of the systems
<b>Objective 4: Strengthening the structures of public administration in order to improve service delivery to the public.</b>							
4.a	<i>The extent to which the structures of ministries and other institutions are rational and coherent (SIGMA indicator).</i>	DoPA/Line Ministry	To be measured in 2015		Growing trend	Growing trend	SIGMA Evaluation Reports
<b>Activity 4.1 Conducting of a study to review the functions and internal organization of the institutions of administration at central and local level.</b>							
4.1.1	Functional framework of relations between ministries and subordinated institutions adopted.	DoPA/Line Ministry		Quarter IV of 2017			Act of adoption of the framework
4.1.2	Manual procedures and document management system of miatuar	DoPA/Line Ministry		Quarter IV of 2016			Act of adoption
<b>Activity 4.2 Conducting of legal interventions in the constitutive acts of subordinate institutions and branches of ministries, review the organizational setups and job descriptions and location of new headquarters according to the territorial units.</b>							
4.2	Functional Review of subordinate institutions and branches of ministries.	DoPA/Line Ministry		Quarter IV of 2020			Acts of adoption of the structures
<b>Activity 4.3 Methodological support for the organization and operation of new administrative units of the country and capacity building regarding implementation.</b>							
4.3.1	4 models of organizing new units proposed and the list of functions completed.	Minister of Local Government Affairs/DoPA		Quarter I of 2016			Memos of sending the proposals
4.3.2	50 municipalities assisted on the design of new structures (30 in 2016 and 20 in 2017).	Minister of Local Government Affairs/DoPA		Quarter IV of 2017			Acts of adoption of the structures
4.3.3	Two representatives from each municipality trained for the HR management under the new scheme (122 Civil Servants trained in 5 days training).	Minister of Local Government Affairs/Albanian School of Public		60 Civil Servants trained in 2015 and 62 in 2016			Reports on the organization of the training

		Administration					
<b>Objective 5: Improved and concentrated public services by reducing the causes of corruption and strengthening a civic based ethic for public service delivery.</b>							
5.a	<i>Number of windows with improved standard of service in central institutions and their branches. The range of services provided at the one-stop-shop center.</i>	Ministry for Innovation and Public Administration/ADI SA	To be measured in 2015	Ongoing	Service windows established in 25 institutions and 150 services provided.	windows established in 60 institutions, 1 one-stop-shop established and 300 services delivered	Monitoring reports of Ministry for Innovation and Public Administration
5.b	<i>Number of one-stop-shops established in local government units.</i>	Minister of Local Government Affairs/Ministry for Innovation and Public Administration		Ongoing	In 80% of the municipalities	In 100% of the municipalities	Monitoring reports of Minister of Local Government Affairs and Ministry for Innovation and Public Administration
<b>Activity 5.1 Establishment of the Integrated Public Services Delivery Center</b>							
5.1.1	Policy paper on the services delivery reform approved.	Ministry for Innovation and Public Administration		Quarter IV of 2015			Act of adoption
5.1.2	Establishment and functioning of one-stop-shop.	Ministry for Innovation and Public Administration/ADI SA			The center is functional and it provides integrated services	Number of services reaches 300	Monitoring reports of Ministry for Innovation and Public Administration/A DISA
<b>Activity 5.2 Division of the management of service windows for the public from the offices of processing the applications as submitted by citizens for services (supporting organizational units - back office) in all central institutions.</b>							
5.2.1	Structures changed according to approved standards of service.	DoPA/Ministry for Innovation and Public Administration/ADI SA			Structures of 25 institutions changed	Structures of 60 institutions changed	Acts of adoption of the structures
<b>Activity 5.3 Establishment of "one-stop-shops" for administrative services at local level.</b>							
5.3.1	One-stop-shops established in municipalities of the country.	Minister of Local Government Affairs/Ministry for Innovation and Public		Ongoing	In 80% of the municipalities	In 100% of the municipalities	Monitoring reports of Minister of Local Government Affairs and



		Administration					Ministry for Innovation and Public Administration
<b>Objective 6: Improved capacities for the implementation of civil service legislation and facilitated enforcement procedures.</b>							
6.a	<i>Annual turnover (mobility) of management level staff at all levels of the civil service in the institutions of central administration.</i>	DoPA	To be measured in 2015	Ongoing	Decreasing trend	Decreasing trend	Annual reports of DoPA, SIGMA Evaluation Reports
6.b	<i>The average number of participants in a recruitment procedure for recruitment from outside and from within (promotion) in the civil service.</i>	DoPA	To be measured in 2015	Ongoing	Growing trend	Growing trend	Annual reports of DoPA, SIGMA Evaluation Reports
6.c	<i>The number of complaints relating to recruitment in the civil service accepted by the court (starting from the second half of 2014) is decreasing.</i>	DoPA	Outcome of 2014	Ongoing	Decreasing trend	Decreasing trend	Annual reports of DoPA, SIGMA Evaluation Reports
6.d	<i>The extent to which the training system of civil servants is functional and applied in practice (SIGMA indicator).</i>	DoPA	To be measured in 2015	Ongoing	Growing trend	Growing trend	SIGMA Evaluation Reports
<b>Activity 6.1 Evaluation of human resource capacities in charge of implementing the Civil Service Law in the newly incorporated institutions and capacity building to implement uniform procedures.</b>							
6.1.1	The evaluation report adopted.	DoPA/Commissioner of Civil Service Supervision /Line Ministry		Quarter II of 2016			Act of adoption
<b>Activity 6.2 Capacity building for planning of human resources in public administration institutions</b>							
6.2.1	Planning methodology adopted.	DoPA		Quarter IV of 2016			Act of adoption
6.2.2	Staff capacity building (40 Civil Servants trained in 2 days of training).	DoPA/Albanian School of Public Administration		Quarter IV of 2016			Reports on the organization of the training
<b>Activity 6.3 Capacity building of the Department of Public Administration to strategically lead the civil service reform.</b>							
6.3.1	20 civil servants of DoPA trained in 4 days of training.	DoPA/Albanian School of Public Administration		Quarter IV of 2016			Reports on the organization of the training
<b>Activity 6.4 Functioning of the Civil Service Commissioner</b>							
6.4.1	Mechanisms of cooperation with public administration institutions established.	Commissioner of Civil Service Supervision		Quarter IV of 2017			Adopted acts

<b>Activity 6.5 Creation of databases with prepared questions and the use of electronic evaluation systems in the event of recruitment.</b>							
6.5.1	Establishment of the system platform.	DoPA		Quarter IV of 2015			Reports on the functioning of the system
6.5.2	Creation of questions' bank.	DoPA/Line Ministry		Questions for 10 disciplines by Quarter IV of 2016	Questions for 15 disciplines		Monitoring reports of DoPA
6.5.3	Questions for integrity testing involved in recruitment test.	DoPA/Minister of Local Government Affairs		Set of questions adopted by Quarter IV of 2016			Monitoring reports of DoPA
<b>Activity 6.6 Simplification and formatting of steps and processes related to human resources in public administration through the use of templates or standard forms</b>							
6.6.1	The simplification study and recommendations adopted.	DoPA/Line Ministry		Quarter IV of 2016			Monitoring reports of DoPA
6.6.1	HR Civil Servants trained on use the ready-made formats (80 Civil Servants trained in 3 days of training).	DoPA/Albanian School of Public Administration		Quarter IV of 2017			Reports on the organization of the training
<b>Activity 6.7 Drafting of a set of indicators to monitor civil service reform and regular publication.</b>							
6.7.1	The set of indicators adopted.	DoPA/Line Ministry		Quarter IV of 2016			Act of adoption
6.7.2	Monitoring reports reflect the new set of indicators.	DoPA		Quarter IV of 2016			Monitoring reports of published
<b>Activity 6.8 Setting of the Human Resource Management Information System into full operation and the enforcement of the action plan. Human Resource Management Information System wide scale use and the improvement of the system.</b>							
6.8.1	Human Resource Management Information System operational and in use by institutions.	DoPA/Line Ministry		Quarter IV of 2015			Monitoring reports of DoPA
6.8.2	500 Civil Servants trained in 3 days training to use Human Resource Management Information System.	DoPA/Line Ministry		300 Civil Servants trained by Quarter IV of 2016	500 Civil Servants trained by Quarter IV 2017		Reports on the organization of the training
<b>Activity 6.9 Creating conditions and procedures for implementing the transparency and objectivity of career promotion in the civil service.</b>							
6.9.1	Compulsory training plan developed and approved.	Albanian School of Public Administration/DoP A		Quarter IV 2015			Act of adoption
6.9.2	Implementation of the continuous professional training model within the Civil Service.	Albanian School of Public Administration/DoP A		Piloting to 5 institutions by Quarter IV of 2016	Extension of the system to 15 institutions within 2017	Extension of the system to 30 institutions	Monitoring reports of DoPA

6.9.3	Level of satisfaction of participants attending training courses for the mid level and top management level is 80%.	Albanian School of Public Administration/DoP A		Quarter IV of 2016			Monitoring reports of Albanian School of Public Administration
6.9.4	Development of the platform for <i>e - learning</i> and <i>e - training</i> and using of development programs in this platform.	Albanian School of Public Administration/DoP A		Quarter IV of 2017	10% e training programs managed through the platform		Monitoring reports of Albanian School of Public Administration
<b>Activity 6.10 Continuous strengthening of the Albanian School of Public Administration as a provider of training for civil service and conducting of studies and research in the field of public administration.</b>							
6.10.1	Customer satisfaction objectives are set for all training courses and they are attended annually.	Albanian School of Public Administration	To be measured in 2015	Ongoing	Growing trend	Growing trend	Monitoring reports of Albanian School of Public Administration
6.10.2	Independent periodic evaluations of service quality performed every 2 years.	Albanian School of Public Administration/DoP A	To be measured in Quarter II of 2016		Growing trend	Growing trend	Monitoring reports of Albanian School of Public Administration
6.10.3	Obtaining the status of the center of excellence at national and international level.	Albanian School of Public Administration		Accreditation to be accomplished at the end of 2018			Accreditation Decision
6.10.4	Establishment of Albanian School of Public Administration library and information management center.	Albanian School of Public Administration		Quarter IV of 2016			Monitoring reports of Albanian School of Public Administration
<b>Objective 7: Organization of the civil service wage system based on job evaluation, on the evaluation of annual achievements of civil servants and on compulsory training outcomes.</b>							
7.a	<i>De-compression of the salary system and achieving of the proportion 22.1 in 2020 report between maximum and minimum salary.</i>	DoPA/MF	11,7 in 2014			22,1	Monitoring reports of DoPA
7.b	<i>Increased variation / number of positions in the salary scheme based on the content of the job description.</i>	DoPA/MF		Quarter IV of 2016	Increase with, at least, 3 levels		Monitoring reports of DoPA
7.c	<i>The extent to which the system of remuneration of civil servants is fair and transparent and applied in practice (SIGMA indicator).</i>	DoPA/MF	To be measured in 2015		Growing trend	Growing trend	SIGMA Evaluation Reports
<b>Activity 7.1 Drafting and adoption of a strategic document on the payroll system and the adoption of the new wage structure.</b>							
7.1.1	The policy paper and recommendations and salaries drafted.	DoPA/MF		Quarter IV 2017			Act of adoption

<b>Activity 7.2 Adoption of new decisions on wages and implementation of the new structure.</b>							
7.2.1	The new salary structure implemented.	DoPA/MF		Quarter IV 2020			Government's acts of adoption
<b>Activity 7.3 Review of the ratios between the maximum and minimum/average wage in public administration, in order to maintain an objective wage pyramid and motivation of managerial positions, as well as diversification of classification according to the job content.</b>							
	Indicators 7.a and 7.b						
<b>Objective 8: Simplified procedure for the provision of services by facilitating communication with the public and avoiding corruption.</b>							
8.a	<i>Number of public services provided to the public after simplifying the procedure.</i>	Ministry for Innovation and Public Administration/ADI SA/Line Ministry		Ongoing	150	300	Monitoring reports of Ministry for Innovation and Public Administration
8.b	<i>Level (%) of public satisfaction vis-à-vis the quality of service delivery.</i>	Ministry for Innovation and Public Administration/ADI SA	To be measured in 2015	Ongoing	Growing trend	Growing trend	Monitoring reports of Ministry for Innovation and Public Administration
8.c	<i>The extent to which policies for the provision of services focusing on the citizen are adopted and applied in practice (SIGMA indicator).</i>	Ministry for Innovation and Public Administration/ADI SA	To be measured in 2015	Ongoing	Growing trend	Growing trend	SIGMA Evaluation Reports
<b>8.1 Re-engineering of public services, as a necessary measure for simplifying administrative procedures and reducing the number of steps taken by citizens and support staff.</b>							
8.1.1	Indicators 8.a						
<b>8.2. Re-organization of services to be provided in one-stop-shops and in the separate windows supporting organizational units (the back office).</b>							
8.2.1	Number of regulations and manuals adopted under the new standards of work.	Ministry for Innovation and Public Administration/ADI SA		Quarter IV 2016			Monitoring reports of Ministry for Innovation and Public Administration
<b>8.3 Organization of a study on the possibilities of providing services outside the public administration units.</b>							
8.3.1	Study on services that can be transferred approved.	Ministry for Innovation and Public Administration/DoP A		Quarter IV 2017			Act of adoption
<b>8.4 Reviewing in general of the legislation governing the provision of public services in order to reflect the re-engineering of business processes in the regulatory framework.</b>							
8.4.1	Legal amendments identified and drafts drawn up.	Ministry for Innovation and		Quarter II 2017			Act of adoption

		Public Administration/ADI SA					
<b>8.5 Drafting of manuals and standard forms to provide the service in an unified and codified manner.</b>							
8.5.1	The services codification system approved.	Ministry for Innovation and Public Administration/ADI SA		Quarter III 2016	All services are fully codified by the end of 2017		Monitoring reports of Ministry for Innovation and Public Administration
<b>8.6 Ensuring the legal value of printed e-documents.</b>							
8.6.1	Legal amendments identified and drafts drawn up.	Ministry for Innovation and Public Administration/Electronic Certification National Agency		Adoption of legal interventions by Quarter IV of 2015	Adoption of bylaws by Quarter II of 2016		Act of adoption
<b>8.7 Capacity building of the staff involved in the re-engineering of processes and in the provision of improved public services.</b>							
8.7.1	Civil Servants trained in 3 days of training.	Ministry for Innovation and Public Administration/ADI SA/Albanian School of Public Administration		200 Civil Servants trained Quarter IV 2016	300 Civil Servants trained by Quarter IV of 2017		Reports on the organization of the training
<b>Objective 9: Developing an ICT infrastructure capable of supporting the daily activities of public administration and efficiency increase by reducing the time to access, process and transmit information while improving the flow of information.</b>							
9.a	<i>Creating innovative IT systems for service delivery and the number of services provided in electronic form..</i>	Ministry for Innovation and Public Administration/ADI SA/NAIS	To be evaluated in 2015		2 new systems and 100 services digitized	7 new systems and 150 services digitized	Monitoring reports of Ministry for Innovation and Public Administration
9.b	<i>The extent to which political and administrative pre-conditions for the provision of e-services are applicable (SIGMA indicator).</i>	Ministry for Innovation and Public Administration/ADI SA/ NAIS	To be measured in 2015		Growing trend	Growing trend	SIGMA evaluation
<b>Activity 9.1 Digitization of main registers, interoperability and establishment of new IT systems.</b>							
9.1.1	Study on the evaluation of the situation of main registers completed.	Ministry for Innovation and Public		Quarter IV 2015			Monitoring reports of Ministry for

		Administration/ NAIS						Innovation and Public Administration
<b>Activity 9.2 Development and use of an integrated ICT for the service delivery windows of the central institutions for the citizens.</b>								
9.2.1	Number of windows that use integrated IT solutions.	Ministry for Innovation and Public Administration/ NAIS				75 windows with integrated IT solutions		Monitoring reports of Ministry for Innovation and Public Administration
9.2.2	Capacity building of systems' users.	Ministry for Innovation and Public Administration/A NAIS /Albanian School of Public Administration			150 Civil Servants trained in 3 days of training by Quarter IV of 2016	300 Civil Servants trained on 3 days of training by Quarter IV 2017		Reports on the organization of the training
<b>Activity 9.3 Creating a mechanism for the citizens who will monitor the quality of service to provide their opinion through direct contact via SMS only for recipients of service.</b>								
9.3.1	The system established and functional.	Minister of Local Government Affairs/Ministry for Innovation and Public Administration			Quarter II 2016			Monitoring reports and anti- corruption strategy.
<b>Objective 10: Enhancement of the efficiency and accountability of public officials.</b>								
10.a	<i>The extent to which the legal framework for the good administration is approved and implemented in practice (SIGMA indicator.)</i>	DoPA/Ministry for Innovation and Public Administration/Line Ministry	To be measured in 2015			Growing trend	Growing trend	SIGMA Evaluation
<b>Activity 10.1 Drafting of a broad program of training on the new Administrative Procedure Code.</b>								
10.1.1	Civil Servants trained on the use of Administrative Procedure Code.	DoPA/MoJ			Ongoing	300 Civil Servants trained in 3 days of training	600 Civil Servants trained in 3 days of training	Reports on the organization of the training
<b>Activity 10.2 Application of delegation in institutions, as a measure to increase the accountability of civil servants.</b>								
10.2.1	Implementation of delegation in institutions.	DoPA/Line Ministry			Ongoing	Piloting carried out in 6 institutions	Model replicated to all ministries	Monitoring reports of DoPA
<b>Activity 10.3 Strengthening the regime of the assets declaration and auditing of public officials, cases of conflict of interests, as well as protection of the rights of whistleblowers.</b>								
10.3.1	Establishment of integrity set-ups in institutions.	Minister of Local Government			Quarter IV 2016	Civil Servants of integrity		Monitoring reports of

		Affairs/DoPA/Line Ministry/Albanian School of Public Administration			structures trained (100 Civil Servants in 1 day training)		Minister of Local Government Affairs
10.3.2	Capacity building of Civil Servants regarding the enforcement of whistleblowers law.	Minister of Local Government Affairs/DoPA/Line Ministry/Albanian School of Public Administration		150 Civil Servants trained Quarter IV 2016	150 Civil Servants trained Quarter IV 2017		Reports on the organization of the training
<b>Objective 11: Enhancement of control over the activities of public administration, guaranteeing the rights of citizens and access to information.</b>							
11.a	<i>The number of complaints filed each year with the Commissioner responsible for freedom of information.</i>	Commissioner for the Right of Information and Personal Data Protection	To be measured in 2015		Decreasing trend	Decreasing trend	Annual Reports of the Commissioner for the Right of Information and Personal Data Protection
11.b	<i>Percentage of recommendations implemented by the supervisory institutions of central government institutions in the past two years.</i>	Commissioner for the Right of Information and Personal Data Protection /Ombudsman	To be measured in 2015		Decreasing trend	Decreasing trend	Annual Reports of the Commissioner for the Right of Information and Personal Data Protection / Ombudsman
<b>Activity 11.1 Implementation of the institutional transparency program by public authorities.</b>							
11.1.1	The central institutions adopt and implement transparency programs.	Commissioner for the Right of Information and Personal Data Protection /Line Ministry/Central Institutions		Quarter II 2016			Annual Reports of the Commissioner for the Right of Information and Personal Data Protection
<b>Activity 11.2 The use of ICT to enhance the transparency of administration activities.</b>							
11.2.1	Web pages used to publish information and acts of the institutions.	Commissioner for the Right of Information and Personal Data Protection /Line Ministry/Central Institutions.		Ongoing			Annual Reports of the Commissioner for the Right of Information and Personal Data Protection