



CROSS-CUTTING PUBLIC ADMINISTRATION REFORM STRATEGY

ANNUAL MONITORING REPORT
2019

April 2020



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— - PREAMBLE

Public administration reform in Albania is an important and challenging process, closely associated with the country's path towards the European Union and at the same time, it is one of the main priorities of the Government of Albania, as a key instrument for providing high-quality services to the public. The improvement of the administration's capacities is one of the key factors for a successful integration process. The administration should be prepared for the integration process, and especially for the phase after the opening of accession negotiations, the work, the bilateral dialogue, the adoption of our legislation to *acquis* and everything else that awaits us in this important process.

The quality of the public administration is an important topic for us all, as the citizens own the right to have a well-functioning and effective administration, which follows the laws and rules, protects public goods, offers qualitative services and is accountable by being transparent and accessible. The public administration is the basis on which all reforms undertaken by the government are implemented, hence the focus continues to be the establishment of efficient structures, raising the capacities of the public servants and improving their performance, by orienting the administration towards services and the fulfilment of the citizens' needs and requirements.



Albania is moderately prepared in what concerns the reform of its public administration. Efforts continued in several related areas, resulting in some progress in the efficiency and transparency of public services delivery, improving the regulatory framework on impact assessment of policies, more transparent recruitment procedures, and the overall strengthening of the administration's capacity to undertake merit-based civil service procedures. Consolidation of these achievements should advance further, to ensure a more efficient, depoliticized, and professional public administration.

European Commission Report for Albania, May 29th 2019

EXECUTIVE SUMMARY

111 SUB ACTIVITIES

out of a total of 130 sub-activities under implementation, in just a year and a half



40 SUB ACTIVITIES

are fully implemented/completed

ADMINISTRATA.AL



700

USERS

TRAININGS



5120
PUBLIC
SERVANTS

HRMIS



120
INSTITUTIONS

Generate payroll through HRMIS

ADISA



+8 INTEGRATED
CENTERS
+29 ONE STOP
SHOPS

ADISA MOBILE UNIT



200
SERVICES

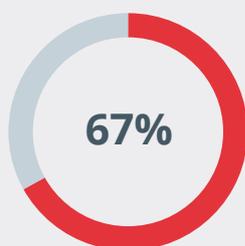
Offered in remote rural areas

E-ALBANIA



600
ONLINE
SERVICES for the
citizens

PROGRESS IN IMPLEMENTATION PER PILLAR



67%

Pillar I

Polymaking and
Quality of Legislation



100%

Pillar II

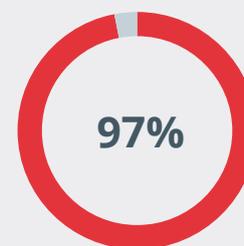
Organization and
Functioning of the
Public Administration



92%

Pillar III

Civil Service:
Human Resource
Management



97%

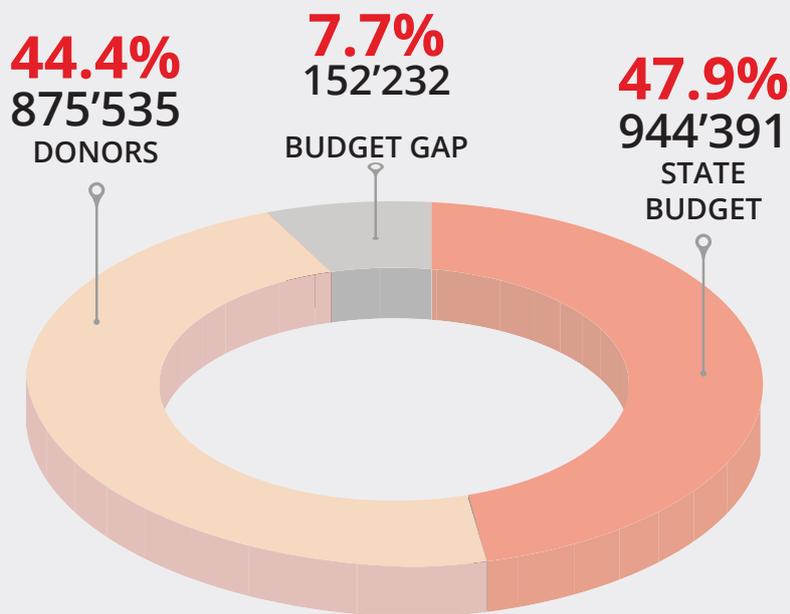
Pillar IV

Administrative
Procedures and
Oversight

THE CCPARS INDICATORS

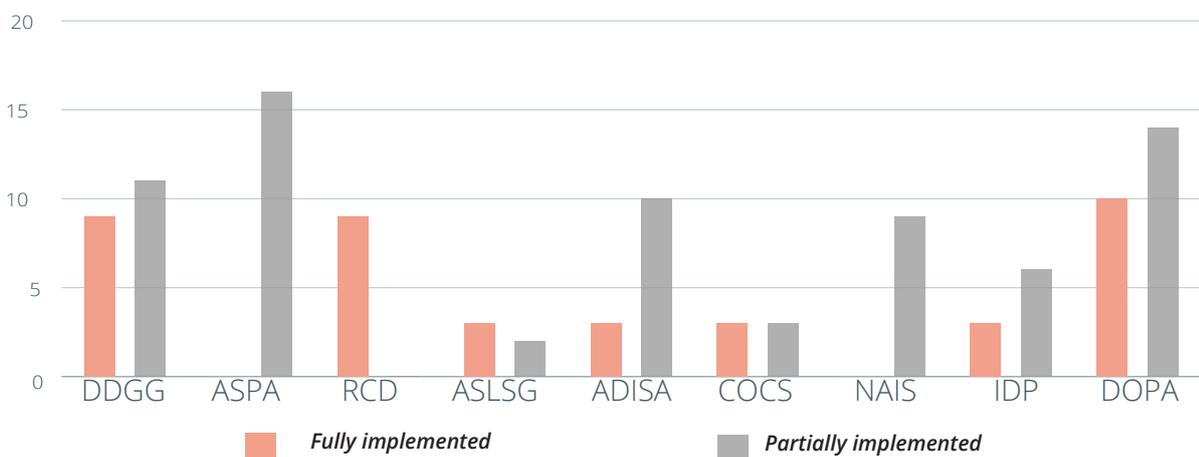


THE BUDGET OF THE STRATEGY



Note: Values are in 000 ALL

FINALIZATION OF ACTIVITIES UNDER IMPLEMENTATION PER INSTITUTION



Overall Evaluation of the Strategy`s Progress



Public administration reform in Albania is a necessary and continuous process, closely related to the European integration process of European Union. A professional public administration, based on meritocracy and capable of providing quality services to the public, is a prerequisite for a transparent and democratic governance .

In this context, for five years now, Albania has a well-defined strategic framework, which constitutes the foundations on which the implementation of the public administration reform is based.

The Cross-cutting Public Administration Reform Strategy⁶¹, approved by the Albanian Government in April 2015, serves as a strategic document which guides the reforming of the administration, based on four main pillars, clear strategic objectives and an action plan which foresees the implementation of 130 concrete activities.

⁶¹Council of Ministers` Decision no. 319, dated 15.04.2015, "On the approval of the Cross-cutting Public Administration Reform Strategy (CCPARS) 2015-2020"

- **—** Pillar I: Policy Making and Quality of Legislation (46 sub-activities);
- **—** Pillar II: Organization and Functioning of the Public Administration (18 sub-activities);
- **—** Pillar III: Civil Services: Human Resources Management (36 sub-activities);
- **—** Pillar IV: Administrative Procedures and Oversight (30 sub-activities).

In order to identify the achievements during the first two years of the implementation of the strategy, in terms of the expected results and the level of achievement of objectives, during 2017, as foreseen in the strategic document approved on April 15th, 2015, the strategy underwent a medium-term assessment which ended in the second quarter of 2017. This assessment, apart from analysing the progress, also served as an orientation on priorities, objectives and indicators for the following period 2018-2020. Following the medium-term assessment and also the restructuring of the Prime Minister's Office and line ministries, the Department of Public Administration, with the support of OECD/SIGMA, started working on the draft-New Action Plan 2018-2020, a plan which took into consideration the achievements and challenges encountered during the implementation of the Strategy, as well as the recommendations of international structures² monitoring Albania's progress towards the Public Administration Reform.

During 2019, the work for the implementation of the Cross-cutting Public Administration Reform Strategy was focused on two main directions: (i) drafting and finalizing the new activity plan and (ii) implementing the activities envisaged in the strategy for the period 2019-2022.

During 2019, given the need to provide strategic support for the IPA 2019-2020 programming, the Thematic Group "On Civil Service and Cross-cutting Public Administration Reform Strategy", led by DoPA, held discussions on the relevance of CCPARS in the extension of the strategic framework until 2022. Taking into account the medium-term assessment of the strategy carried out in 2017, an assessment which reiterated the importance of the pillars and strategic objectives, it was underlined that these pillars are indeed comprehensive and remain a priority for the public administration reform after 2020 as well. Thus, in order to ensure the strategic support, the revision of the Action Plan 2018-2020 was proposed and during the first half of 2019 the new document of the Action Plan 2018-2022 was prepared, reflecting the possible changes for the extension of the activities` time-lines and the addition of new activities, paying special attention to funding sources for the implementation of measures, to ensure an ambitious yet achievable New Action Plan. The new Action Plan 2018-2022 and its costed version have passed through all stages of the public consultation process, from the publication of draft versions on the official DoPA website, as well as on the public consultation platform available to different actors for comments and suggestions, to improve it, to discussions with representatives of the development partners and civil

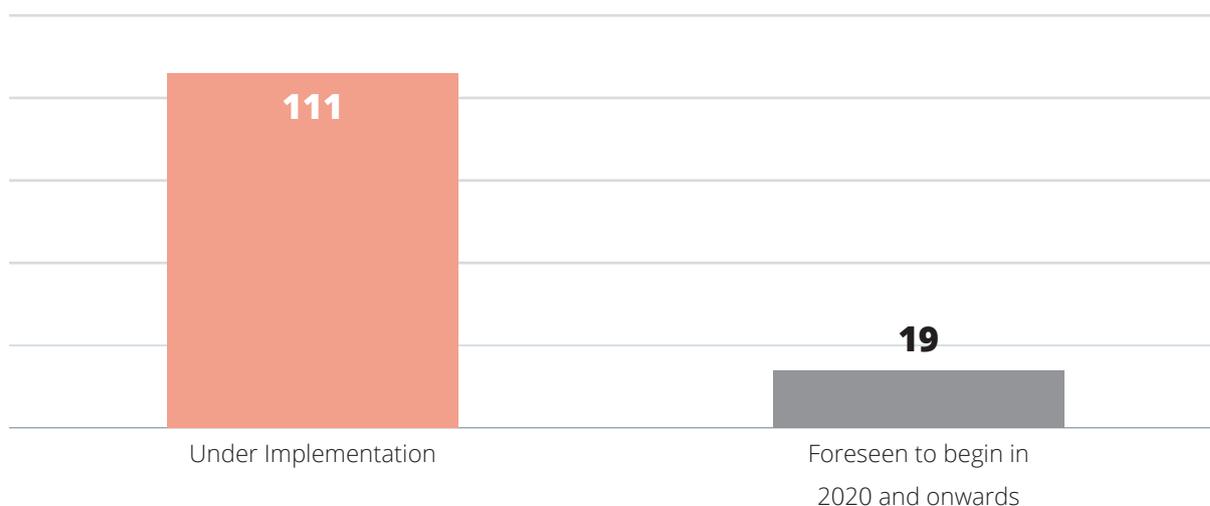
² European Commission Report on Albania, SIGMA Annual Assessment, Conclusions of the 7th meeting of the Public Administration Reform Special Group

society in joint meetings with Albanian institutions.

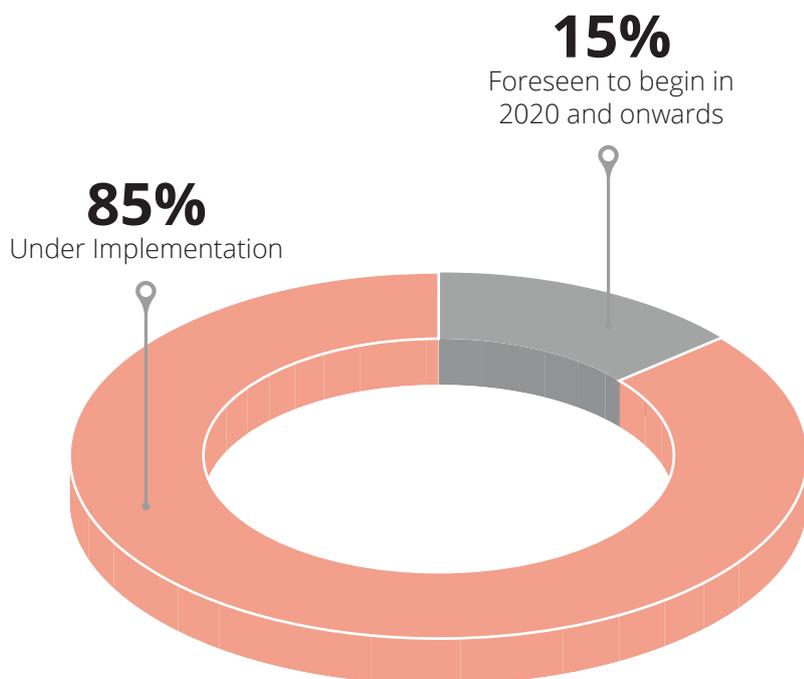
The new Action Plan integrated in the Cross-cutting Public Administration Reform Strategy now for 2015-2022, was approved by Decision no. 697 of the Council of Ministers, dated 30.10.2019.

In parallel with the preparatory work for the drafting of the new action plan, the Department of Public Administration has continued to monitor the progress of activities periodically throughout the year (biannual and annual). The implementation and monitoring of the Strategy are discussed in the meetings of the Thematic Group “On Civil Service and CCPARS” with representatives of institutions involved in the implementation of the strategy, as well as with development partners and civil society, to ensure a more transparent reporting and monitoring process. The annual monitoring report`s findings for 2019 are encouraging despite the 2018-2022 plan being technically in its first year of implementation. Data shows that 85% of the total sub-activities foreseen in the Action Plan 2018-2022 are under implementation.

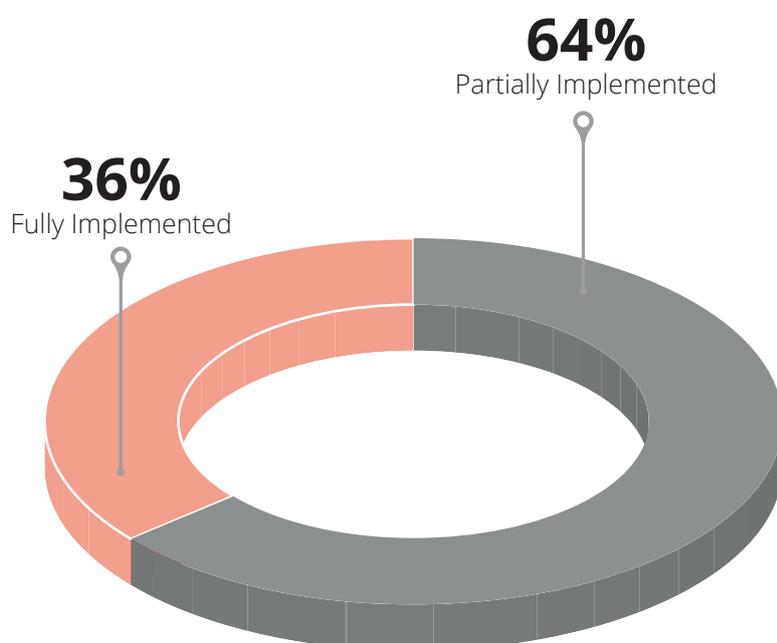
Graph 1 - The general status of outputs` implementation



The 2018-2022 Action Plan foresees the implementation of 35 activities and 130 sub-activities in total. By the end of 2019, out of 130 sub-activities in total, 111 of them are under implementation (or 85% of the total). Out of them, 40 sub-activities (36%) are evaluated as fully completed, marking an increase of 21 sub-activities fully completed compared to 2018.



Graph 2 - The state of implementation of sub-activities in total.

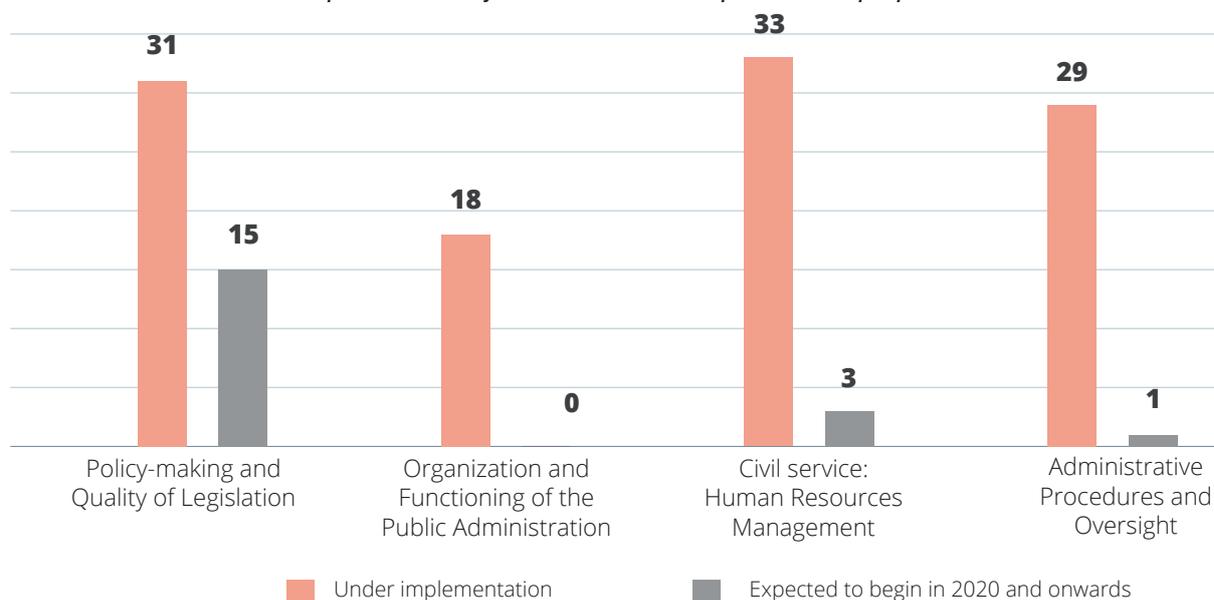


Graph 3 - The overall finalization of sub-activities during 2019

What is worth mentioning is that every year the implementation of the strategy's activities is increasing and despite the challenges, the implementation has continued normally, showing a positive trend of CCPARS performance in terms of meeting objectives and reflecting the increased efforts of the institutions involved in the strategy's implementation and their engagement towards the public administration reform successful implementation. In order to monitor the implementation of the undertaken commitments regarding the finalization of outputs and activities in general, the monitoring process was carried out on an output level (sub-activity). The assessment of implementation's level and status of CCPARS activities for 2019 is based on the information provided by each responsible unit. The Department of Public Administration has assessed said information during the first three months of 2020. Below is a graphical

presentation of the comparative situation regarding the status of implementation of sub-activities in the four priority pillars of the strategy.

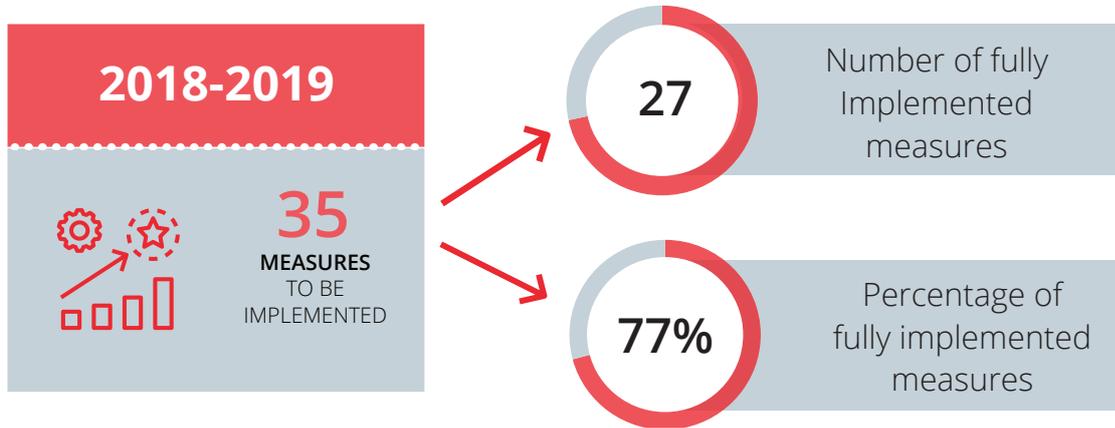
Graph 4 - Number of sub-activities under implementation per pillar



As the graphs show, the number of sub-activities (products) under implementation is:

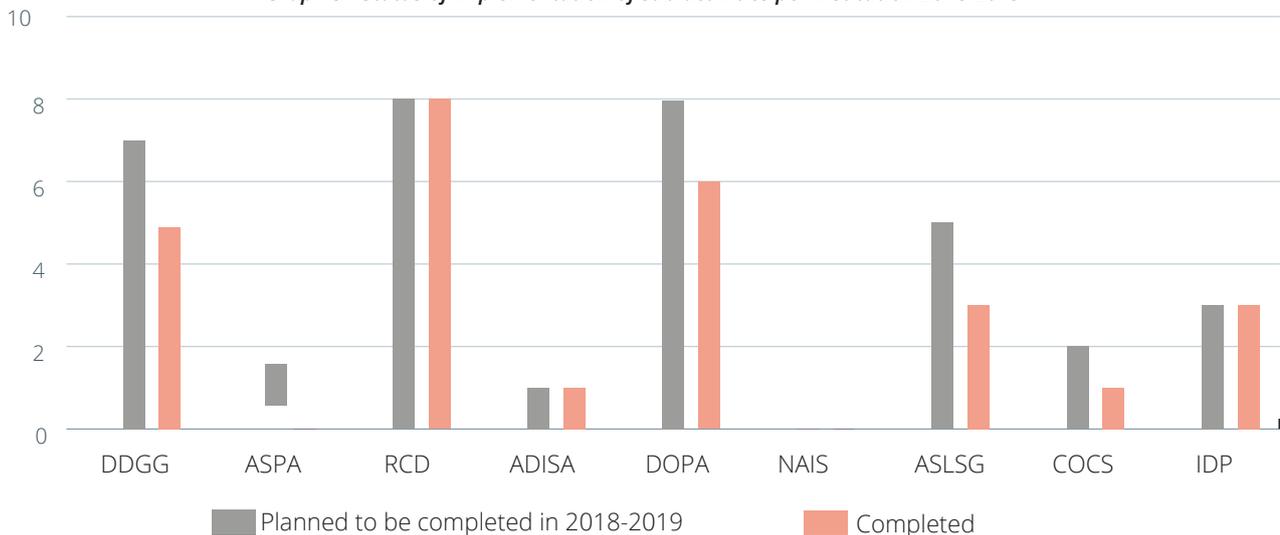
- **Under Pillar I: “Policy Making and Quality of Legislation”** (31 products out of 46 in total);
- **Under Pillar II: “Organization and Functioning of Public Administration”** (all foreseen products are under implementation and 50% of them are fully completed);
- **Under Pillar III “Civil Service: Human Resource Management”** (33 products out of 36 in total);
- **Under Pillar IV “Administrative Procedures and Oversight”** (29 products implemented by 30).

The continuous monitoring of the strategy`s action plan implementation is conducted not only to measure the progress of the institutions in the Public Administration Reform framework, but also to identify in time the challenges encountered in the implementation of the foreseen activities and addressing them in a timely and proper manner. Furthermore, the periodic monitoring and reporting serve as a further impetus for the institutions to implement till the end the undertaken commitments in this priority reform`s framework. Thus, we have identified in the report also the sub-activities which should have started their implementation during the reporting period and their status at the end of said period. Specifically, referring to the New Action Plan 2018-2022, 39 sub-activities were foreseen to be implemented during 2018-2019, out of which 27 sub-activities or 77% of the foreseen ones to be finalized until the IV quarter of 2019, have been completed within the deadlines. In total 8 sub-activities have not been fully completed within the deadlines.



Of the total of 64% or 71 sub-activities partially completed, only 7 of them or 10% are sub-activities which have not been fully completed by the end of 2019. Whereas, one sub-activity has not started the implementation yet, even though it is past the deadlines. The graph below shows the status of the sub-activities planned to be completed during 2018-2019 according to the responsible institutions for their implementation.

Graph 5 - Status of implementation of sub-activities per institution 2018-2019



The year 2019 has marked some important achievements in some of the main areas of Public Administration Reform, namely:

In terms of improving the **policy-making system and the quality of legislation**, Albania has taken the necessary steps to implement the Regulatory Impact Assessment (RIA), a system that ensures an increase in the quality of the policy development process based on the implementation of more in-depth analysis of legal acts before their approval. The Impact Assessment, which is already mandatory, has also enabled increased transparency and improved the quality of drafting the legislation. In addition to the policy-making process by the Government, the Regulatory Impact Assessment, by now has begun to be integrated into the legislative process in Parliament as well, and the process is conducted to all draft laws, which meet the criteria to undergo the RIA process.

In the framework of strengthening the systemic approach and the **integrated governance system**, Albania has already a functioning Government`s Systemic Platform, which aims to improve the coordination of policies/strategies, through the Integrated Planning System Information System (**IPSIS**), public finances, through the Albanian Financial Management Information System (**AFMIS**) and foreign aid, through the External Assistance Management Information System (**EAMIS**). The implementation of these three systems directly supports the modernization of the public administration and creates the conditions for a performance-oriented approach, efficient policy planning, in line with budget programs, as well as reporting and monitoring results and performance for key indicators. For both IPSIS and AFMIS, piloting has already started in 3 central institutions, while for EAMIS, data entry and testing has started with donors.

In order to raise the **coordination of the public initiatives** and to ensure the harmonization of interventions in different sectors, to guarantee the proper political attention and leadership in some of the key sectors, Integrated Policy Management Groups (**IMPG**) and Sectoral Steering Committees (**SSC**) have been established. These structures function systematically based on a well-defined regulatory framework and, among other things, they play a key role in the coordination and decision making process on a high political level, for reforms in the relevant sector, in supporting planning, programming and monitoring development assistance for the sectors involved.

Positive developments have been made in terms of completing the legal and institutional mechanisms that ensure public participation in **public policies consultation**. For four years now, the main strategic documents of the Albanian government have been subject to a public consultation process, which has had a wide impact since the beginning of its implementation. There is already a network of public consultation coordinators, set up in each line ministry and work has begun on preparing operational guidelines for line ministries to carry out the public consultation process and the operation of the public consultation e-register, as a significant step towards raising the standard of legislative drafting, making this process transparent and comprehensive. Attention has also been focused on the local level with the training of officials in municipalities.

During 2019, the program the **“Administration we want”**, an initiative undertaken by the Albanian government at the end of 2018, went through its intermediate phase, a phase that shaped and materialized the measures taken at the time of its launch, and provided the expected benefits as a result of the activities carried out in the program`s framework. Thus, the mission has continued to be the energization of the public administration, through the awareness raising, training and raising the capacities, increasing the motivation and interaction of the administration, all this to achieve the ultimate goal of providing better services to the citizens.

Regarding the improvement of the public administration organisation and functioning, the way services are offered to the citizens has been redesigned based on an inclusive and citizen-centred approach. The aim of this reform is to guarantee a well functioning, transparent and efficient public administration, able to answer to all the citizens` needs concerning the public services. Work on the **restructuring of subordinated institutions and agencies** has continued, with the clarification of their typology, structure and processes, following the SIGMA/UNDP Methodological Approach for the reorganization of the institutions in Albania, focusing on the aim of having a depoliticized, capable, sustainable and professional administration. As part of the structural reform of the subordinated institutions, the process has been finalized in the Health and Education system, while it goes on in the Tourism and Environment system and the Inspectorates one as well.

On providing support to the functioning of the **Local Government Units (LGU)** and strengthening their capacities, during 2019 the preparation and publication of the human resources management guideline on the local policies and practices was finalized.

There has been further progress in the facilitation of **offering public services** with the new **8** integrated centres of service delivery, taking the total number of these centres at **14**, reaching the foreseen target in the strategy. Furthermore, there has been an addition of **29** new one stop shops, taking the total number at **43**, at local level. In these centres/offices citizens and businesses can access the services they are interested in, for a shorter period of time, with less costs and more professionally. Albanian is considered as a leader in the region regarding service delivery from international structures, and especially the ADISA centres are being referred to as success stories in the Balkans. The innovation during 2019 was the establishment of a functional mobile unit, piloted in the Tirana Region, which made possible the access to the deep rural areas by providing over 200 services of the central government.

In the framework of improving the capacities for the implementation of the civil service legislation and human resources management, **administrata.al**, the integrated communication platform dedicated to the public administration has significantly improved the communication and interaction between the institutions, marking another step further towards the unification and standardization of the procedures and practices of human resources management. The platform, first of its kind in the Balkans, counts **~700** users, who have at their disposal not only the legal basis for the important human resources management procedures, but also the detailed steps that need to be followed in each practice, as well as templates and ready to use formats. In such a way, we have maximized the efficiency of the public administration servants and minimized the mistakes during the fulfilment of the given duties.

As regards the improvement of the **performance appraisal system**, the analysis of the actual appraisal system has been finalized with suggestions and recommendations

and a performance appraisal manual has been prepared as well, all steps dedicated to ensure an objective and real appraisal process.

Year 2019, marked progress towards the **job descriptions` review and harmonisation**, as a key element based on which civil servants perform their duties to serve the citizen. Currently, the process of improving the job descriptions in the Prime Minister's office and the line ministries is being carried out, along with the preparation of a job catalogue based in successful practices and lessons learned, adapted to the Albanian civil service legislation and in line with the career system spirit, a process which is expected to increase the performance of the public administration servants.

During 2019, efforts have not stopped with job descriptions, but have gone further with the initiation of the important process that is the designing of **work-flow processes** in line ministries. At the end of this important process the public administration servants will have in their possession a manual of procedures, which defines not only the steps that need to be followed for a specific working process, but also the prepared documents at the end of each step, the responsible persons and the deadlines. These manuals will serve as a practical guideline to be followed rigorously by the civil servants in carrying out their daily tasks.

As regards the **improvement of the recruitment process**, a process that nowadays is digitalized in every phase, starting from the applications for a job position, the evaluation of applicants` files, automatic generation of the written test from the Bank of Questions and the electronic test evaluation, work has continued with the further enrichment of the Bank of Questions in order to increase the quality of the conducted tests and contributing directly in the increase of the transparency in the recruiting procedures. Furthermore, this digitalization of the whole recruitment process has been considered as a success story in the region and during the past years in the Albanian institutions there have been visits from our colleagues from neighbouring countries for the presentation of the system .

In the framework of **reforming the salary system**, the policy paper that determines the path for the implementation of the new elements of the salary system approved by the Civil Service Law, keeping in mind the principle **"equal pay for equal work"** is about to be finalized. This important reform is a key element in motivating public administration employees by offering a fair reward for the responsibility and work of everyone in meeting the institution's objectives.

Regarding the extension of the **Human Resource Management Information System** (HRMIS), as the central system that reflects all public administration employees and their personal files, during 2019 the work for updating the existing data and populating the system with new data has continued intensively. During this year, 30 more public institutions that generate payrolls through HRMIS, have been added, taking the number of institutions that carry out this process to **120** institutions.

In terms of **improving administrative procedures** and monitoring, special attention has been paid to general and thematic inspections in the public administration, to ascertain the cases of irregular appointments and to take measures in regulating the consequences in cases of illegality. Also, individual requests and responses have been addressed in the same line, and in concrete cases, decisions have been taken to regulate the state of illegality. During 2019, the **implementation of the civil servant law during the period of the local elections** was monitored, in order to ensure that the activity of the civil servants would continue normally and unaffected.

Regarding the **capacity building of the public administration**, during 2019 there has been an increase in the number of training days conducted and employees trained by the Albanian School of Public Administration, which has trained **5120** public servants (unique). ASPA already offers various services within the classroom-training program, coaching training program, intern-ship program and e-learning program, while cooperating with trainers from the academic world, public administration and local expertise in various fields.

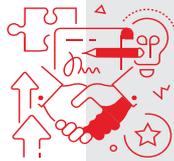
Regarding the provision of more **electronic services** for citizens, businesses and the administration, Albania has long begun the process of transforming public services, by changing the mentality of citizens regarding this new inevitable form of communication with public institutions. The Albanian government, as a promoter of the transformation of offline services into online ones, has turned the **e-Albania** government portal into a success story, thus building a serious image of the state and restoring citizens' trust in public institutions. The portal e-Albania acts as a precursor for government institutions that offer services to the citizens, thus acting as the only entry point for citizens 24/7. The portal, which currently offers more than **600** electronic services, is linked to the Government Interaction Platform, which is the basic and essential architecture that allows interaction between 50 electronic systems of public institutions.

There have also been positive developments in the implementation of the **institutional transparency programs** by public authorities, especially in the case of independent institutions and municipalities. The office of the Information and Data Protection Commissioner has continued to oversee the implementation of the Law on "The Right to Information", by monitoring various elements of the law such as: the number of public authorities that have drafted, approved and made public transparency programs, coordinators appointed by public authorities, the updating of the register of requests and responses, the number of complaints reviewed, investigations conducted, hearings held, and decisions taken. The monitoring shows an improvement in the problems encountered in local government institutions, with the construction of websites that provide facilities in accessing the information.

Pillar I – Policymaking and Quality of Legislation

The policies under this pillar aim to strengthen the strategic planning system, the monitoring of policies and legislation, the reporting and evaluation, which transforms the government priorities in concrete actions. Through establishing information systems of policy planning and public finances, we aim to improve coordination and cooperation between ministries, increasing transparency for strategic governmental documents and monitoring in real time.

The planned objectives under Pillar I aim at:



Improved planning and coordination policies to draft strategic government documents that turn priorities into concrete actions;



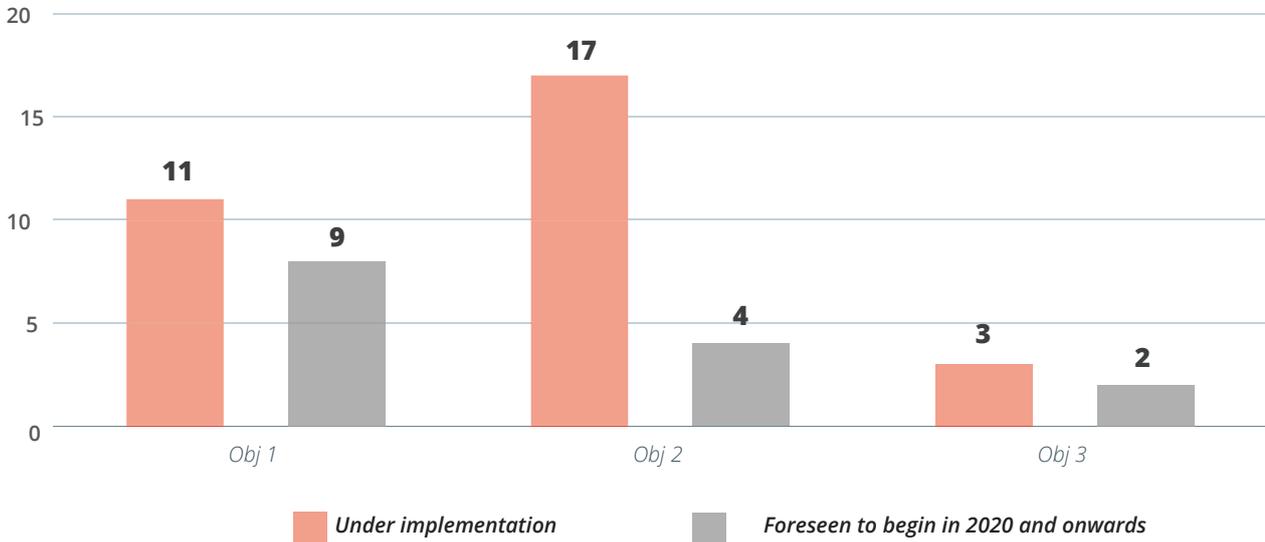
A comprehensive and transparent law drafting system, which is based on policies and ensure alignment with acquis;



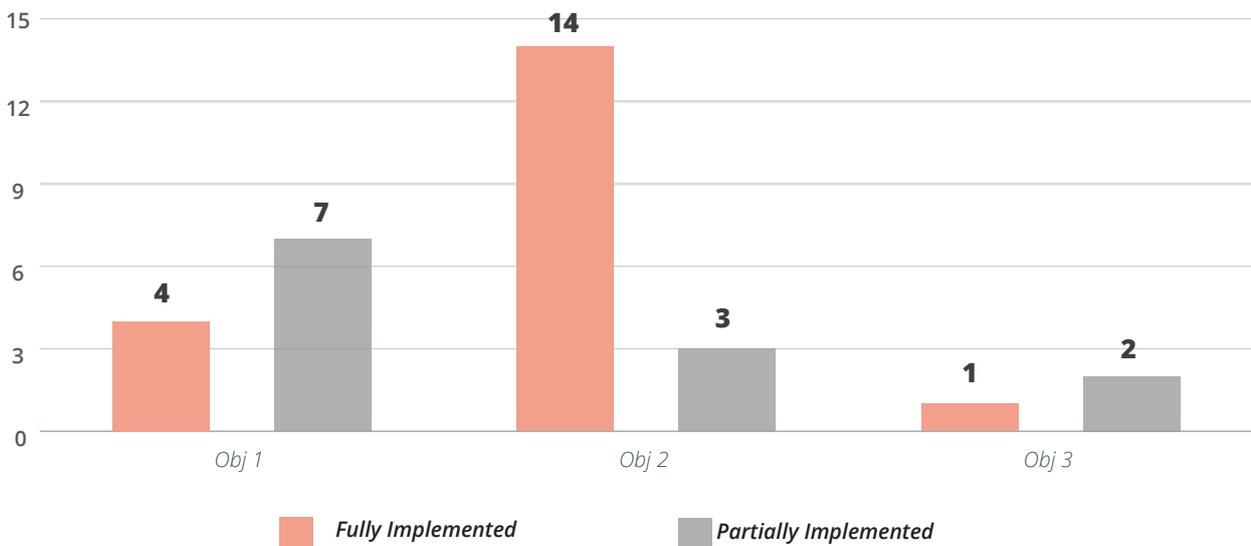
Building an effective monitoring and evaluation system for the strategies, programs and legal framework in place based on: 1) collection of data through an impartial and transparent process, to prepare and implement strategies, programs and legislation, as well as 2) making analyses to assess the effects generated by the implementation.

Pillar 1 “Policy Making and Quality of Legislation” foresees the implementation of 46 sub-activities, out of which 31 have started their implementation (19 of them have been fully implemented) and 15 are foreseen to begin the implementation in 2020 and onwards.

Graph 6 - Number of sub-activities under implementation per Objective



Graph 7 - Status of implementation of sub-activities per objective



Objective 1 “Improved planning and coordination policies to draft strategic government documents that turn priorities into concrete actions”

This objective foresees the implementation of 20 sub-activities, out of which 11 have already started to be implemented (4 of them have been fully implemented by the end of 2019), 8 sub-activities are planned to start the implementation during 2020 and onwards and 1 sub-activity has not started the implementation yet.

During 2019, the strategic framework was further developed, with the improvement of policy planning and coordination, a process which is closely related to the implementation of the Integrated Planning System (IPS). Through this system, the Government aims to harmonize the strategic framework/strategic priorities with medium-term financial planning by defining in general terms the role, status and hierarchy of strategic planning. The Albanian government has further completed and harmonized the strategic framework of IPS with the approval of other important strategic documents under the National Strategy on Development and Integration but also with strategic documents and action plans that address sectoral needs, and 25 strategic documents have been approved as well. Throughout 2019, strategies in some priority sectors have undergone the process of reviewing and extending the strategic framework, in line with EU requirement in the framework of supporting the planning and programming of the IPA projects.

The Integrated Sector Approach Mechanism has been fully operational during the period from January to September 2019, holding 27 high-level dialogue meetings (Integrated Policy Management Groups or Sectoral Steering Committees) and 81 technical-level meetings of Thematic Groups¹. The mechanism has fully operated in achieving its function and role by ensuring extensive dialogue on priority policies and specific sectors with independent institutions, local government, civil society and development partners.

In the framework of drafting the methodology for the preparation of strategic documents, the terms of reference have been prepared for the experts who will assist in the preparation of the methodological package and the process of procurement of technical assistance is ongoing. Meanwhile, regarding the finalization of the legal package for the functionality of the IPSIS system along with the secondary legislation, the draft law that constitutes the main legal basis has been drafted, while the process of its consultation and of issuing the by-laws is on going.

Work has also continued on improving the instruments for development and good governance policies at the central and sectoral levels, more specifically for the preparation of a Guide to Millennium Development Goals (preliminary phase as part of the process of preparing the National Strategy beyond 2020). In this context, the Department of Development and Good Governance has coordinated the process for

¹ On average, each IPMG/SSC convenes 2 times and each Thematic Group convenes at least 3 times.

drafting the Progress Report of the National Strategy for Development and Integration (NSDI II) in cooperation with the line ministries, a process assisted by UNDP-funded expertise. The Progress Report emphasized that in order to synchronize the 2030 Vision with the implementation of the NSDI and to build synergy between the two processes, further efforts are needed to include the Sustainable Development Goals (SDG) in the NSDI III, and relevant sectoral strategies, national policies and plans. These efforts would be essential for the successful implementation of these objectives (SDG) in Albania. The planning process, already launched with the Progress Report, aims to prepare the medium-term vision for the strategic planning framework and to include the SDG framework in this process. The 2030 Vision will be drafted and presented together with the next phase of the NSDI, while the progress report of the NSDI 2015 - 2020 is planned to be finalized during the first half of 2020.



Value 2019

52%

INDICATOR 1A

100% OF THE STRATEGIC REGULATORY FRAMEWORK DRAFTED AND IMPLEMENTED

Compared to 2018, in which the value of *indicator 1a* that shows the ability to plan strategic documents based on the Annual Analytical Program of Project-acts was 80%, during 2019, this value turns out to have decreased marking a 52% level.



Value 2019

77.42%

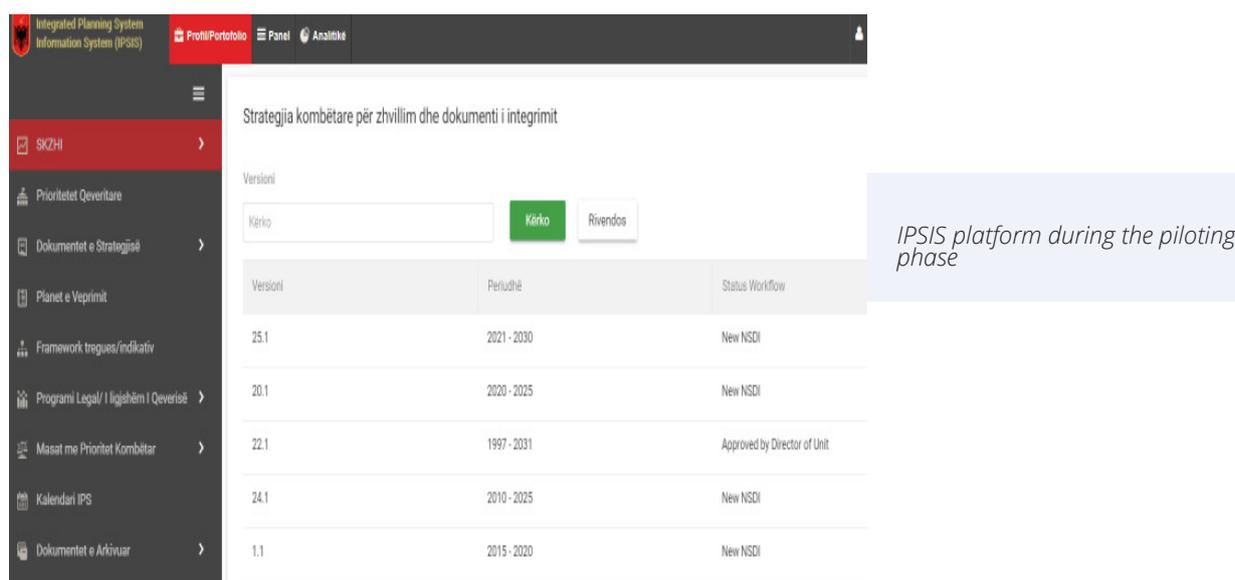
INDICATOR 1B

"100% OF SECTORAL STRATEGIES AND QUALITY COMPLETED" (WITH THE COST CALCULATION OF THE ACTION PLAN AND THE GROUP OF INDICATORS WITH RESPECTIVE OBJECTIVES)

Since the beginning of its measurement, the *indicator 1b* has marked high values (over 70%) reaching a level of 100% in 2017, however in the last two years, although the average quality of the strategic documents prepared remains at satisfactory levels, a decrease is observed, marking the values 82% for 2018 and 77.42% in 2019.

The Integrated Planning Automation is now a step further, thus strengthening the systemic approach and an integrated system of governance focused on the functional approach. In May 2019, the System Detail Design was finalized, accompanied by the process` report, while in June 2019, the development, configuration and installation of the first system launch was finalized. The IPSIS system is designed with about 12 specific modules of major governance processes and interacts with at least 6 other systems where the most important system that has required also the greatest efforts to achieve interaction with is the Treasury/Medium Term Budget Planning System (AFMIS). Meanwhile, the full operation of the Integrated Planning System Information System -

IPSI is foreseen to be consolidated within the fourth quarter of 2020.



The piloting of the IPSIS system has already started, and its testing and integration with the AFMIS system as well. Piloting (testing and training) of the IPSIS System in coordination with the AFMIS system has come as an additional request, to identify real data in the institutions selected for this process (Ministry of Agriculture and Rural Development, Ministry of Infrastructure and Energy and Department of Public Administration) with the aim of improving the shortcomings presented during the conduction of the exercise. In this regard, the materials of the technical documents of the system have been prepared and technical administrators in the IPSIS system have been trained, and also the main users of the system have been trained and tested by Training of Trainers (PMO, MEFA, line ministries and DoPA). During the testing and training of the second improved version of IPSIS were identified and reported comments for improvements and additions that were sent for development. Some of them are in the process of development and in the meanwhile the constant communication with the IPSIS team continues.

Regarding building and strengthening the capacities for strategic planning in line ministries, as one of the key factors in improving the process, respective curricula have been developed, with which the Albanian School of Public Administration has developed cycles/training packages related to the design and monitoring of the strategic framework & sectorial/cross-sectorial strategies (according to the existing methodology). During this period, 202 civil servants were trained on topics such as: The cycle of Public Policy Management and Strategies, Policy Impact Assessment, the system of monitoring strategies and public policies, Advanced MTBP Training and Annual Budget Preparation, etc. The number of employees trained during 2019 was higher compared to a year ago, which provided for a higher value of the **indicator 1c**, 43% compared to 29.57% in the previous year.



Value 2019

43%

INDICATOR 1C

70% OF THE POLICY-MAKING STAFF OF LM TRAINED AT LEAST ONCE FOR STRATEGIC PLANNING ISSUES

Objective 2 “A comprehensive and transparent law drafting system, which is based on policies and ensure alignment with *acquis*”

This objective foresees the implementation of 21 sub-activities, out of which 17 have already started implementation (14 of them have been fully implemented) and 4 are planned to start the implementation during 2020 and onwards.

Regarding the important process of **Public Consultation**, a process which is periodically monitored by the European Commission, especially through SIGMA, operational guidelines that instruct line ministries to carry out this process and to operate the public consultation e-register, are already finalized. Public consultation is a key component in increasing the quality of accountability and transparency, and therefore efforts to improve this process are continuous, from which to be mentioned the strengthening of the legal basis of this process through order no. 14, dated 07.11.2019, “On the approval of the Guideline for drafting the general analytical program of draft acts for 2020”, which provides that line ministries, among others, to prepare the Annual Plan of Public Consultations 2019.

The year 2019 marked the *involvement of the legislative process in Parliament* in the Public Consultation, in addition to the policy-making process by the Government. While in terms of efforts to improve the public consultation process, the Department of Development and Good Governance (DDGG) in cooperation with SIGMA organized trainings during 2019, including the presentation of methodological guidelines for public consultation.

The Impact Assessment Reports are published in the Electronic Register of Notices and Public Consultations and are submitted to the Albanian Parliament as an integral part of the legal package that accompanies the draft laws. During 2019, about 70 Regulatory Impact Assessment (RIA) reports were drafted by the line ministries and reviewed by the Regulatory Action Planning and RIA Unit in the Prime Minister’s Office, which is the Unit responsible for implementing this process, and out of them almost 40 of have been approved by the Council of Ministers.

Progress has been made in completing the institutional legal mechanisms that ensure public participation in public policies` consultation. The Public Consultation process has been implemented for several acts, which have passed various forms of consultation with stakeholders and for which accurate and sufficient evidence is provided by the institutions for the number of organized meetings, the comments collected and the degree of their reflection in the final draft, but have not been published in the electronic register.

In the framework of strengthening the measures for planning the General Analytical Program of Draft Acts for 2019 (GAPDA) in order to ensure harmonization with NPEI and reduce the number of draft laws submitted to the Assembly, not included in this program, the guideline that regulates the drafting process of the general analytical program of draft acts for 2020 was approved by order of the Secretary General of the Council of Ministers. This guideline clearly defines the rules, procedures and deadlines to be followed in the drafting process of GAPDA which will be submitted to the Council of Ministers for deliberation during 2020.

In order to strengthen the capacities within the ministries, with the support of OECD/ SIGMA, during 2019, trainings with the representatives of the RIA network of each ministry were organized, in order to acquire the necessary knowledge to carry out the Impact Assessment process.

Regarding the increase of transparency in the publication of legislation, continuous monitoring has been carried out where it has resulted that the Center of Official Publications (COP), for 2019, has published all consolidated versions of legal acts published during this year, a process that should also be implemented by central institutions, which should publish consolidated versions of legal acts on their official websites.

Starting from November 2019, Technical Assistance, funded by the European Union, has been provided for Public Consultation and RIA. The focus will be on increasing the institutional capacity of the Prime Minister’s Office and line ministries regarding the public consultation process, reviewing the planning, development and reporting formats on the public consultation process, and certain initiatives, communication strategies and an action plan to raise awareness and increase civil participation in the public consultation process.

The latest value of **Indicator 1d** is the one recorded in 2018, based on the World Economic



Value 2018

3.8

INDICATOR 1D

IMPROVING THE TRANSPARENCY INDEX DURING THE POLICY MAKING PROCESS BY THE GOVERNMENT, ACCORDING TO THE WORLD ECONOMIC FORUM

Forum Report 2017-2018 on “Global Competitiveness” where the Index value for Policy

Transparency in Policy Making for Albania is 3.8 out of 5 which is the target¹. While for 2019 this indicator has not been measured.

The measurement of **Indicator 2a** is subject of the activity of the Regulatory and Compliance Department, based on the methodology defined in the passport of this indicator drafted in cooperation with SIGMA and 2019 is the first year of measurement of this indicator marking the value 64%. This indicator is also included in the Sectoral Reform Contract for Public Administration Reform and is periodically monitored and reported in the framework of the implementation of this contract.

Value 2019

INDICATOR 2A

64%

THE QUALITY OF THE IMPACT ASSESSMENT ANALYSIS AND THE ASSESSMENT OF THE IMPLEMENTATION OF IMPORTANT LEGAL ACTS BEING DRAFTED AND PUBLISHED



The **Indicator 2b** on legal acts which have gone through a wide public consultation process, has marked a significant increase compared to a year ago, marking the value of 71.42%, compared to the 47.22% of the previous year. The public consultation quality indicator has also had an increasing trend, being estimated at the level of 5.56 points for 2019, compared to the 3.25 in 2018.

Value 2019

INDICATOR 2B

71.42%

THE PERCENTAGE OF THE LEGAL ACTS THAT HAVE GONE THROUGH A WIDE PUBLIC CONSULTATION AND EVIDENCES OF THE INVOLVEMENT OF THE PUBLIC AND OTHER STAKEHOLDERS INTERESTED IN THE PROCESS



Indicator 2c is measured by the Regulatory and Compliance Department, which monitors legal changes within 12 months of the adoption of the original draft law or its latest amendments. From the monitoring process for 2019, it results that out of 91 draft laws adopted during the year, only 2 of them have had changes within the time frame of 12 months from the adoption of the law itself or its latest amendment. The value of this indicator in 2019 marks a decrease from 2018 where 9 such draft laws resulted, maintaining the objective of “downward trend” for 2019.

Value 2019

INDICATOR 2C

2

NUMBER OF LEGAL ACT AMENDED WITHIN THE FIRST YEAR OF ADOPTION



¹ For a detailed methodology please visit: <http://reports.weforum.org/>

Objective 3 “Building an effective monitoring and evaluation system for the strategies, programs and legal framework in place”

This objective foresees the implementation of 5 sub-activities, out of which 3 have already started their implementation (1 has been fully implemented) and 2 are planned to start the implementation during 2020 and onwards.

The effective monitoring of strategies remains constantly in focus as the main tool in measuring the progress of public institutions towards fulfilling the commitments and reforms undertaken and at the same time as the best way to identify in time the problems and risks that can be encountered during the implementation, thus making possible to address them at a proper and timely manner. All monitoring and evaluation reports prepared for the strategic documents in force for 2019 have been made available to the public, in the context of transparency and open governance. The periodically published reports are related to the implementation of the following strategies:

- — Strategy on Justice, two monitoring reports for 2019;
- — Cross-cutting strategy on Anti-Corruption, four monitoring reports for 2019;
- — National Intellectual Property Strategy 2016-2020, nine-month monitoring report;
- — The Cross-cutting Public Administration Reform Strategy 2015-2020, annual monitoring report (biannual);
- — The Cross-cutting Strategy on Digital Agenda in Albania 2015-2020, fifteen-month report.



Value 2019
13.7%

INDICATOR 3A

PERCENTAGE OF MONITORING AND EVALUATION REPORTS FOR IMPORTANT STRATEGIES COMPILED AND PUBLISHED ANNUALLY

Indicator 3a on the publishing of the monitoring reports has had a significant decline compared to the previous year where the level of publication of the prepared reports was 90.9%.



Value 2017

3

INDICATOR 3B

THE EXTENT TO WHICH REPORTING PROVIDES INFORMATION ON THE ACHIEVED RESULTS (SIGMA INDICATOR)

The latest value of **Indicator 3b** is based on the SIGMA Assessment Report, which states that “a set of documents and reports drafted by the central administration and independent institutions are not published on websites and there is no uniform standard for their design”, assessing this indicator at a score of 3, while for 2019, SIGMA has not made an assessment of this indicator.



Value 2019

10

INDICATOR 3C

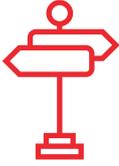
NUMBER OF PUBLIC CONSULTATIONS/PRESENTATIONS ORGANIZED TO DISCUSS MONITORING AND EVALUATION REPORTS

For 2019, the **indicator 3c** marks 10 public consultations organized to discuss monitoring reports, a number that is almost the same as in 2018 where the value was 11.

Pursuant to the Recommendations of the 8th Meeting of the Public Administration Reform Special Group, the Executive Plan of the Program “Administration we want” was integrated in the new CCPARS action plan, in order to focus efforts towards improving the performance of civil servants in public administration institutions.

The “Administration we want” program emphasizes the reform of the administration and the fulfilment of obligations towards the EU integration, with concrete activities dedicated to increasing and strengthening the capacity of public administration in Albania, through its modernization and strengthening of key institutions.

The year 2018, as the year when this initiative was launched, coincided with the first or «immediate» phase of this program, during which the main lines on which the program will be developed during its full three-year extension, were set, focusing on the elements where the need for immediate intervention was identified. Meanwhile, the year 2019 coincides with the medium-term phase of the program, in which efforts were consolidated in concrete results. More specifically, the achievements during this period (2018-2019) were:



The component on Awareness Raising

As regards the raising awareness of the public administration towards the main priorities and objectives of the government, activities in order to increase the comprehension of the program and promote the program and its benefits within the state administration institutions. For this reason, and also to spread information on the program activities, its goals and benefits, a number of explanatory meetings with civil servants of different levels were held.

Furthermore, during 2019 a dedicated guideline for the newly appointed employees in the civil service, was prepared and distributed, giving the opportunity to get acquainted with some of the basic concepts of the public administration. During this year, the focus for this component, has been not only on the public administration staff but also on potential candidates who want to become part of the civil service. In this view, DoPA has changed its approach in the social networks (website, facebook page, administrata.al website) by turning them into instructive pages, where employees and all interested parties can find explanations, cases, examples (“How to”) on the civil service legislation and the application procedures, but in user-friendly formats. In order to obtain feedback on this new approach, DoPA will periodically conduct questionnaires and surveys on: (i) measuring user satisfaction, as well as (ii) the ease of use of the online application system for recruitment procedures.



The component on Training and Capacity building

Towards the capacity building of the administration (more information on page 72), special attention was paid to the employees of service-provider institutions, Front Office employees which have direct contact with citizens. Thus, with the support of the European Union, trainings on “Soft Skills” were conducted during 2019 for 2361 Front Office Employees. Moreover, during this period the training on leadership, supported by the Council of Europe and the Swiss Cooperation, was successfully finalized, with 130 managers in the public administration being trained.

In the meanwhile, during October 2019 the Albanian School of Public Administration has begun piloting the training program for the transition from the Mid-Level Management to the Top Management Corp (TMC), with existing TMC members. According to the civil service legislation, this training program lasts for a period of 6 months, thus is expected to be completed in Spring 2020.



The component on Increasing the motivation

In order to increase the motivation of the administration, the Department of Public Administration started work on analysing the perception and applicability of the performance appraisal process in the state administration institutions. This analysis was conducted through an online survey and primarily served to draw some Afterwards, the work continued with the assistance of the IPA 2014 project experts, who conducted a more in-depth analysis in this regard. As a result of this process, at the end of 2019, the first draft of the performance appraisal manual was prepared, serving as an instruction for officials in line ministries on how to conduct more objective assessments of civil servants. The performance appraisal manual was designed in parallel with the job classification manual and job descriptions (more details in the third pillar). All three draft documents have been consulted with representatives from line ministries and are expected to be finalized during 2020.

Also, the salary reform will contribute to increase the motivation of public administration employees and therefore special attention is paid to performance, as one of the elements of the salary reform. The new salary structure (more details in the third pillar) will ensure that the best employees are properly rewarded as well as more motivated to perform their duties. Thus, clear classifications of job positions, standardized job descriptions, new salary reform, etc., aim to improve the performance of the institution as they essentially facilitate the clear division of tasks; equal distribution of work, objective assessment of civil servants, etc. All these steps aim to influence the well-orientation of the employees in their daily work and increase their motivation.



The component on increasing the interaction

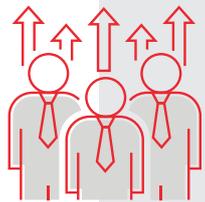
In terms of increasing the interaction of the administration, we identified 12 main areas where professional networks could be established (i.e. human resources, public procurement, finance management, RIA, legislation, policy and strategies etc.) as one of the most effective forms of professional development. The increase of interaction among officials in the same area, improves their ability to perform daily functions and duties. In this regard, the legal basis for their establishment and functionality was approved, through the approval of relevant changes in the CoMD no. 867 dated 10.12.2014 "On cooperation procedures in state administration institutions". Pursuant to this decision, 7 professional networks were formalized, although it must be said here that their functionality was a successful experience before. Specifically, today there are 7 professional networks, namely the Secretaries-General Network, the Regulatory Impact Assessment Network (RIA), the Development Policies and Programs Network, the Medium Term Budget Program Network, the Procurement Network, the Integration Network and the Human Resources Management Network.

Another activity during 2019 for increasing the interaction of public administration was the launch of the platform *administrata.al*, which serves to: (i) improve the interaction between public institutions; (ii) facilitate communication and real-time information reporting; (iii) unify administrative practices and; (iv) improve the quality of work in terms of well-management of human resources or public administration institutions (more details in the third pillar).

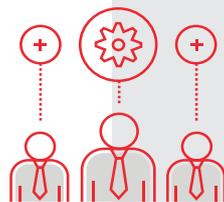
Pillar II – Organization and Functioning of Public Administration

The policies under this pillar aim to significantly increase the quality of services provided to the public and faster alignment with the standards and requirements of the EU through the use of innovative tools and one-stop-shops. Policies aimed at improving the way of the functioning and organization of public administration through strengthening the institutional structures.

The planned objectives under Pillar II aim at:



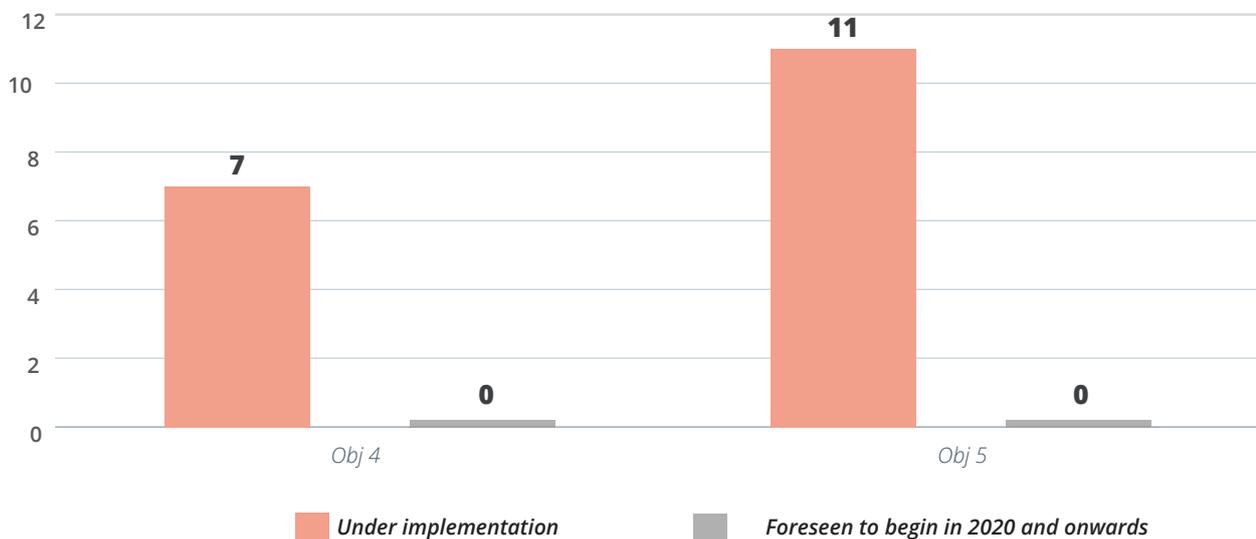
Strengthening the structures of public administration in order to improve the provision of services to the public.



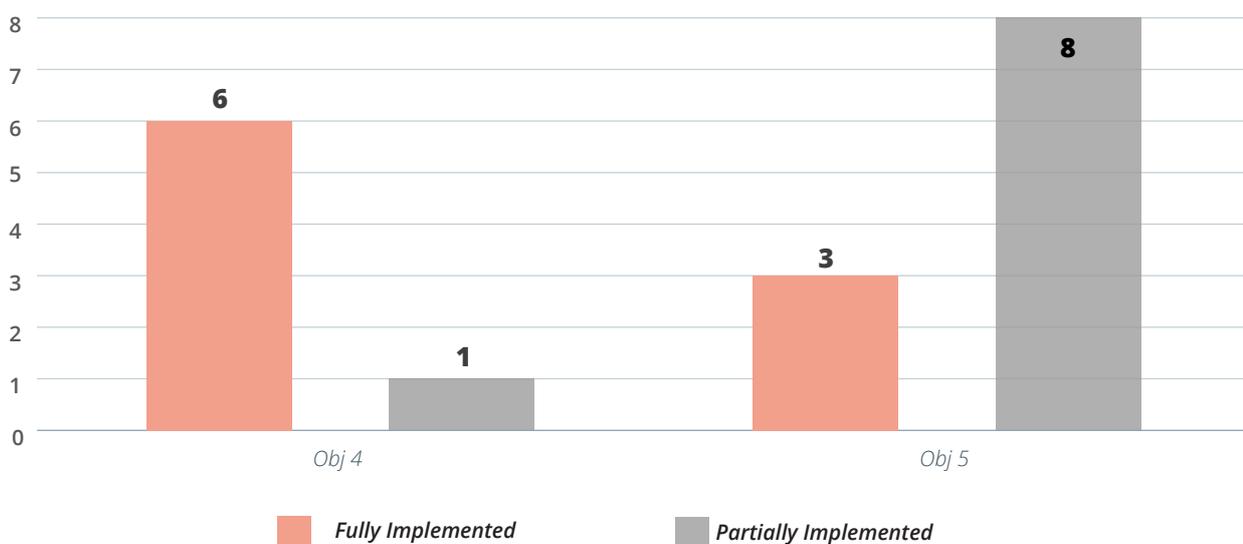
Improved, accessible and integrated public services by reducing the corruption opportunities and strengthening of ethics when delivering public services.

Pillar II “Organization and Functioning of Public Administration” foresees the implementation of 18 sub-activities, out of which all have started to be implemented and 9 of them or 50% have been fully implemented.

Graph 8 - Number of sub-activities under implementation per Objective



Graph 9 - Status of implementation of sub-activities per objective



Objective 4 “Strengthening the structures of public administration in order to improve the provision of services

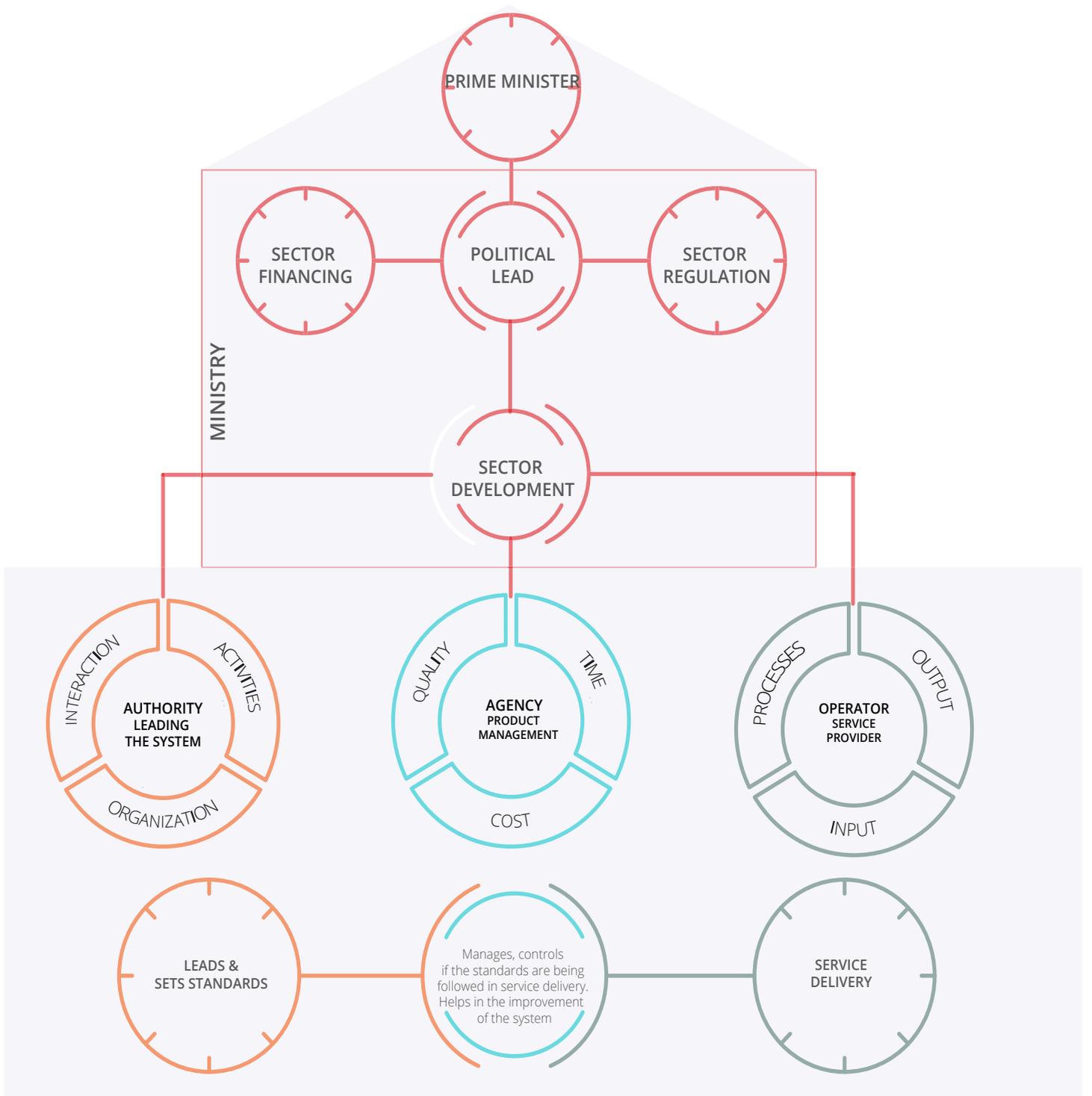
This objective foresees the implementation of 7 sub-activities, out of which all have already started their implementation and 6 of them have been fully implemented.

During 2019, in accordance with the government’s program for a government with the main focus on the citizens, work has continued with reviewing the institutional structures and functions for all line ministries and subordinated institutions, concentrating in:

- — Identifying the difficulties and problems for the successful implementation of the standard model of structural organization of line ministries;
- — Identifying the cases where the function, role and structural organization of institutions needs to be reviewed or where it is considered necessary to merge two or more institutions, or to create new institutions;
- — Examining cases when it is necessary for the institutions to change their positioning.

Meanwhile, in 2018, when the reform of subordinated institutions was initiated, several important steps have been taken, such as:

- — With SIGMA`s support, the methodology for the reorganization of the subordinate institutions, which is the basic orienting document for managing the project, was finalised;
- — With UNDP`s support, the draft strategic framework and the required conditions for an effective reform, were finalized;
- — The structures in charge of the reform`s implementation, the Steering committee, a committee where every decision for the reorganization of new subordinated institutions should go through, were established by Prime Minister`s Order;
- — The Management Group and the Central Working Group prepared the typology of the subordinated institutions;
- — A detailed model for the reorganization of three pilot systems was prepared: (1) health, (2) education, (3) tourism and environment;
- — The standard typology has already been defined and the organization of subordinated institutions is based on this typology (below):



Organization and mechanisms for sector development and governance model

During 2019, work has continued on the functional and structural review of subordinate institutions, for the ministerial systems where this process started on 2018, more specifically:

Health system

The new approved structure of the Institute for Public Health, which has already started exercising its role as authority for this system.

All the necessary sub-legal acts for the reform`s implementation in the reorganized institutions within this system (functioning rulebook etc.) have been drafted and are in place.

Education System

The General Directorate of Pre-University Education was established based on decision no. 99, dated 27.02.2019, of the Council of Ministers, as an institution under the Minister responsible for education, as a result of the reorganization of 13 former regional education directorates and 25 educational offices in one single institution. This new institution now consists in:

1. Central level through central directorate;
2. Regional level through Regional Educational Directorates;
3. Service delivery units which include local pre-university education offices and educational institutions for the public pre-university education system.

The structure and organigram of the General Directorate of Pre-University Education were approved, and the internal regulation of this institution was drafted and approved.

Decision no 98, dated 27.02.2019, of the Council of Minister was approved, establishing the Agency of Quality Assurance for the Pre-University Education, a subordinated institution to the minister responsible for education, as a result of the reorganization of the Institute for the Education`s Development and the State Inspectorate for Education in a single institution.

The structure and organigram of the Agency of Quality Assurance for the Pre-University Education were approved and the internal regulation of this institution was drafted and approved.

Tourism and Environment system

The National Environment Agency was reorganized¹. As a result, in addition to its previous functions, the function of monitoring/inspecting the environment and water was added. This function was previously under the responsibility of the State Inspectorate of Environment, Forests, Water and Tourism. Also, the previous standardization function in the field of forestry of this agency was transferred to the National Forest Agency.

The National Coastal Agency was reorganized². As a result, in addition to its previous function, the function of inspecting tourism was added to the agency. This function was previously under the responsibility of the State Inspectorate of Environment, Forests, Water and Tourism.

¹ Decision of the Council of Ministers no. 568, dated 17.7.2019 «On the establishment, organization, and functioning of the National Environmental Agency»

² Decision of the Council of Ministers no. 569, dated 17.7.2019 «On the establishment, organization, and functioning of the National Coastal Agency»

The National Forest Agency was established. This agency was established as a regulatory authority and as a quality assurance agency.

The State Inspectorate of Environment, Forests, Water and Tourism was abolished, transferring its main functions the National Environment Agency and to the National Coastline Agency, as mentioned above, meanwhile the function of inspecting of acts against the law in the field of environment, forests and water, have been transferred to the system of the Ministry of Interior.

The reform of the subordinate institutions, initiated in March 2018, is carried out in the framework of the project for the co-governance with citizens, launched with the institutional reorganization, reviewing the functions of all subordinate institutions, including inspectorates, in order to restructure them with the aim at increasing the productivity of work, the quality of service provided to the citizen and the proper territorial extent. What is aimed at is a public administration oriented towards these values and principles:



VALUES

- Does the right thing;**
- Does more with less;**
- It`s focused on the service recipient;**
- It`s transparent and responsible;**
- Acts with justice and proportionality;**
- It`s capable of reflecting;**
- It is constantly improving;**
- Operates with the same standard;**
- Guarantees consistency of results.**



PRINCIPLES

- Citizen centric;**
- Differentiation of political functions;**
- A functional organization based on the complementation;**
- Territorial coverage to an optimum level.**

In reforming the subordinated agencies, the Office of the Deputy Prime Minister and DoPA are supported by the EU-funded project **“Support to the Reform of agencies and subordinated institutions”**, which aims to support the Albanian Government in drafting, guiding, implementing and monitoring the reform of agencies and subordinated institutions. The work of this project is now focused on the system of inspectorates as institutions with cross-sectoral functions. In this context, the projects` experts have held dedicated meetings with high-level representatives of ministerial systems that have inspectorates as subordinates, in order to study the entire system and then to formulate proposals regarding their reorganization.



Value 2017

2

INDICATOR 4A

THE EXTENT TO WHICH THE STRUCTURE OF MINISTRIES AND OTHER INSTITUTIONS ARE RATIONAL AND COHERENT (SIGMA INDICATOR³)

Indicator 4a has not changed since it refers to the OECD/SIGMA assessment at the beginning of 2017 and covers the assessment period of 2015-2016. Regarding the year 2019, SIGMA hasn't made an assessment of this indicator.

As regards to the **functioning and capacities of the Local Government Units**, during 2019 the preparation and publication of the guidelines on human resource management for the policies and practices on the local level was finalized. The Agency for the Support Self Local Government (ASSLG), in collaboration with STAR project funded by UNDP, has prepared 37 "Standard Operating Procedures for the local government", out of which 16 procedures are directly related to human resources` management. In order to adopt these standard operational procedures (the work for their adoption has begun since 2018) at the local level, the capacities of employees who work in the field of human resource management have been developed and increased, with 195 local officials benefiting from the sessions of training on the Code of Administrative Procedures and Standard Operational Procedures. The human resources` management guidelines on local level have been published in the official page dedicated to the local government and also distributed to the 61 municipalities of the country⁴.

In order to strengthen LGUs, the work has been focused on increasing the capacity of employees by training **420 employees at the local level** on important topics such as Human Resource Management, Public Procurement, Finance and Budget; Evaluation and Implementation of the Code of Administrative Procedures and Approval of Standard Operational Procedures in Local Government; Tax administration processes; The new model of the Transparency Program for Local Governments.



National Event on "Evaluation and Implementation of the Code of Administrative Procedures and Approval of Standard Operational Procedures in Local Level".

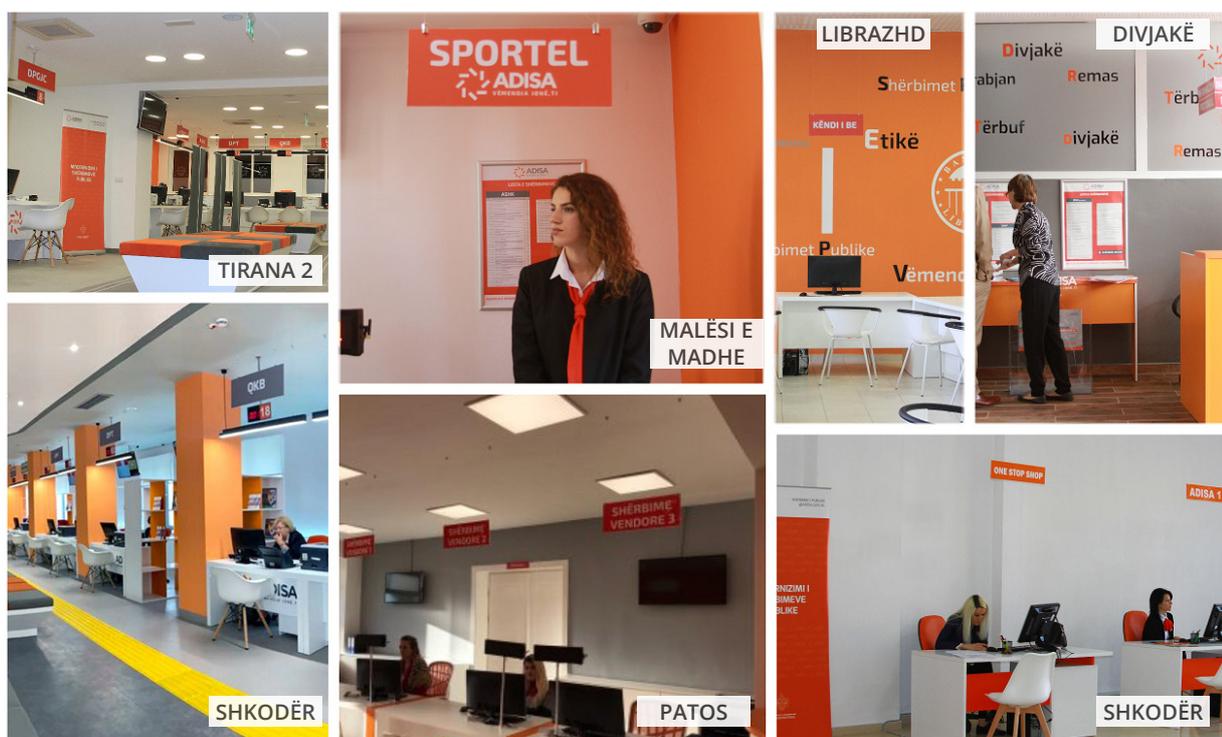
³ Refer to OECD/SIGMA Evaluation Report 2017 "Principles of Public Administration" pg. 89-90

⁴ <https://reformatoritoriale.qeverisjavendore.gov.al/procedurave-standarde-te-veprimit-ne-qeverisjen-vendore/>

Objective 5 “Improved, accessible and integrated public services reducing opportunities for corruption and strengthening ethics in public service delivery”

This objective foresees the implementation of 11 sub-activities, out of which all have already started their implementation and 3 of them have been fully implemented.

Also in 2019, the work of ADISA has continued with intensity in terms of establishing new integrated service centers and their well management. The total number of ADISA integrated Center in the country has increased to 14 with the addition of 8 new integrated centers in Belsh, Patos, Shkodër, Librazhd, Tiranë (Kombinat), Divjakë, Malësi e Madhe dhe Kukës. The new centers are established according to European standards for public services delivery and their infrastructure is adapted for people with disabilities, with information provided in signs language and an electronic system for queue management is in place. Work has also continued on establishing 4 new integrated centers in the cities of Lushnja, Elbasan, Vlora and Kamza with the same standards of public service delivery.

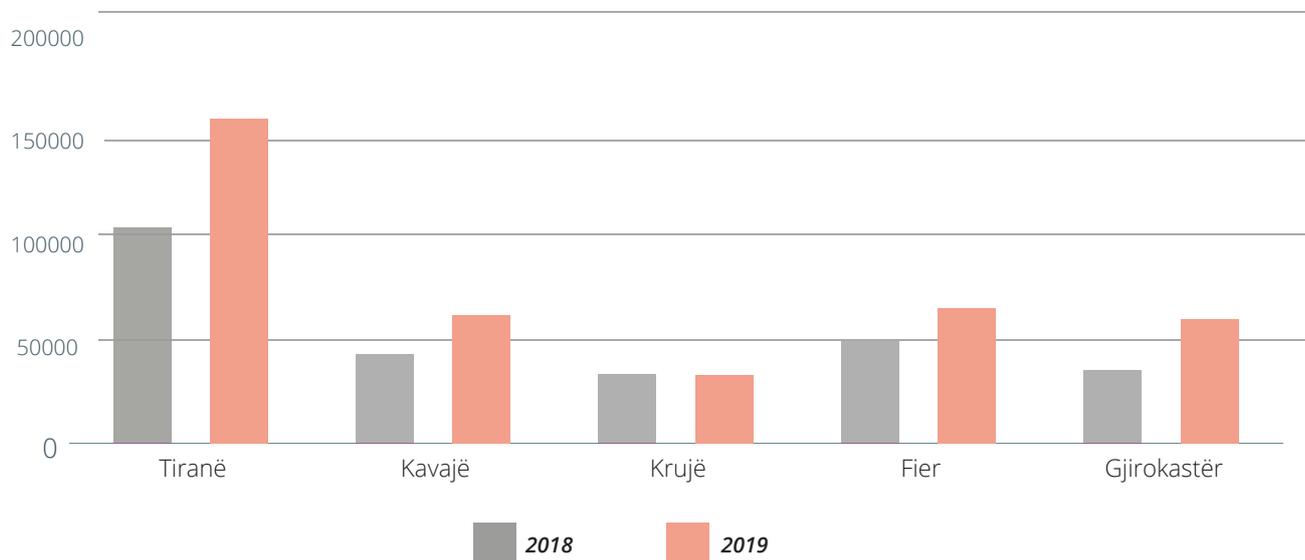


Integrated centers opened during 2019

During 2019, in the integrated ADISA centers were offered 359 services of 8 central institutions (State Cadastral Agency, General Directorate of Civil Status, General Directorate of Road Transport Services, General Directorate of Taxation, Health Insurance Fund, Social Insurance Institute, National Agency for Employment and Skills, National Business Center), ALEAT and the Albanian Post Office and 70 services of local level institutions, for a total of 429 public services. In total 475,414 applications were made and 335,564 citizens were served at the information front desk, 30,298 persons were assisted for online services and 5,794 complaints were filed for a total of **847,070 citizens and businesses served**.

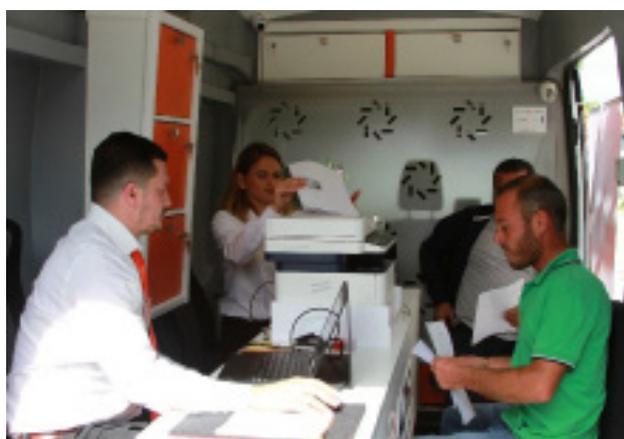
During 2019, the number of applications and requests for information in all Integrated Centers ADISA, has increased by 58% compared to 2018 reaching the value of 810.978. Below is the graphical presentation of the comparison of applications in 2018 and 2019 at ADISA Integrated Centers:

Graph 10 - Application in integrated ADISA centers for the period 2018-2019



In order to further strengthen the public service delivery in Albania through mobile units, during 2019 the first ADISA mobile unit, a novelty in its kind, became operational, offering over **200 central government services** provided by: State Cadastral Agency, Social Insurance Institute, National Employment Service and State Entity of Seeds and Saplings. From October, the mobile office has been piloted in the district of Tirana, in the administrative unit of Zall Herr, Shëngjergj and Baldushk where more than 249 applications for public service have been processed.

The mobile unit provides access to public services in remote rural areas and those places where the flow of transactions does not justify the presence of ADISA as an integrated center or as a collocation.



ADISA Mobile Unit

In the framework of the consolidation of the integrated centers, a framework agreement has been signed between ADISA and the Commissioner for Protection from Discrimination (CPD), in order to make the front desks within the Regional/Local Offices available for CPD to provide its services. During 2019, new 81 front desk have been added (Belsh, Patos, Kavajë, Shkodër, Tiranë 2, Librazhd, Divjakë, Malësi e Madhe dhe Kukës) with improved standards for public service delivery, reaching in total **205 front desks** in all ADISA Integrated Centers.

In order to adapt the new internal procedures, ADISA`s Steering Council approved the internal regulation for the organization and functioning of ADISA`s administration, and the internal regulation on the protection of personal data as well. More concretely through decision no. 7, dated 09.05.2019 of ADISA`s Steering Council, the following were approved:

- **—** The internal regulation “On the organization and functioning of the administration of the Agency for the delivery of integrated services Albania (ADISA)”;
- **—** Functional tasks and employment criteria in the Agency for the Delivery of Integrated Services Albania (ADISA);
- **—** Internal regulation “On the protection of personal data in the Agency for the delivery of integrated services Albania (ADISA)”.

Increasing costumers` satisfaction, their involvement, and developing alternative and innovative service delivery channels has been followed by the Research and Innovation Sector (ADISA Lab). In this regard, the following projects have been developed:

- **—** Access facilitation to public services for people with disabilities (with visual, hearing and speech disabilities) (implemented in ADISA Integrated Centers);
- **—** Preparation of service and information packages for various public services related to a life event (implementation of the birth package);
- **—** A new dedicated front desk to provide support to citizens in accessing electronic services and making complaints on the portal shqipëriaqeduam.al (implemented in the Integrated ADISA Centers, collocations and mobile unit);
- **—** Information packages for various services of different institutions, categorized according to the most important life events such as: birth, change of residence, new business, foreigner in Albania, application for biometric passport, education, employment, vehicles, different skills, retirement and death;
- **—** Information campaign for the Citizens Card.

Progress has been made towards developing the framework for assessing the quality of public service delivery. The process of drafting and approving the framework for the assessment of the quality of service delivery has already been completed, where in the first half of the year decision no. 639 dated 02.10.2019 of the Council of Ministers “On the transfer of service counters in the administration of the Agency for the provision of Integrated Public Services (ADISA) was approved and the guideline for the assessment of the quality of service delivery is currently in process

The development of the institutional capacities of ADISA and central institutions in order to increase the quality of service delivery has had a **positive progress** where during the period January-December 2019, trainings for employees of the Agency for the Delivery of Integrated Public Services have been organized and 46 employees have been trained and 42 trainings sessions have been held. Regarding the training of the central institutions` staff during 2019, 89 employees have been trained in cooperation with ASPA and 33 training sessions were held.



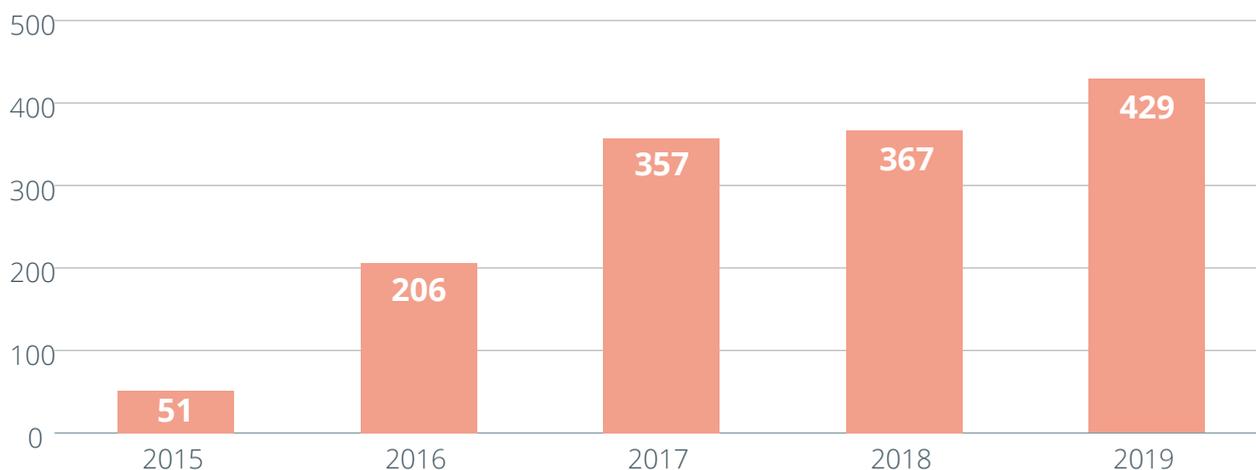
Value 2019

429

INDICATOR 5A
NUMBER OF CENTRAL GOVERNMENT SERVICES WITH IMPROVED INTERACTION IN FRONT DESK OFFICES

The indicator 5a marks a growing trend since 2015, period referred as the base line. In total at the front desks of Integrated Centers of Tiranë 1, Kavajë, Krujë, Fier, Gjirokastër, Shkodër, Tiranë 2 (Kombinat), Maliq, Belsh, Patos, Librazhd, Divjakë, Malësi e Madhe and Kukës 429 services from 11 central institutions are provided.

Graph 11 - Number of central government services with improved interaction in front desk offices



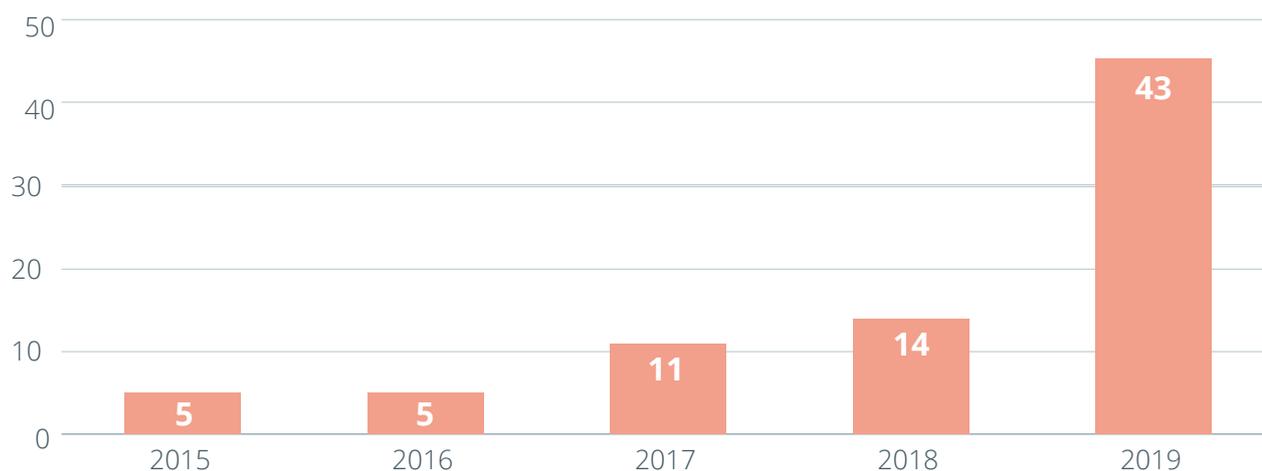
Value 2019

70%
of municipalities

INDICATOR 5B
THE NUMBER OF ONE STOP SHOP ESTABLISHED IN THE LOCAL GOVERNMENT UNITS

Indicator 5b has marked an extraordinary increase during the period January-December 2019. With the establishment of **29 one-stop offices** in Maliq, Librazhd, Cërrik, Malësi e Madhe, Përmet, Mallakastër, Vorë, Belsh, Skrapar, Lushnje, Gramsh, Tepelenë, Tropojë, Delvinë, Konispol, Durrës, Krujë, Kurbin, Rogozhinë, Shijak, Divjakë, Memaliaj, Dropull, Bulqizë, Libohovë, Devoll, Kamzë, Kukës, Kavajë, the total number of these offices has gone up to **43**.

Graph 12 - Number of One Stop Shop Offices in the Local Government Units



The municipalities of Elbasan, Pogradec and Maliq are three of the eight municipalities in the country where the One-Stop-Shop Information System (OSSIS) is now fully operational. The use of the One-Stop Office Information System has facilitated the improvement of the way administrative services are provided by local governments, significantly reducing time, distances and avoiding bureaucracies. Through this system, decision makers will be able to have evidence on performance by contributing to increased efficiency, transparency and accountability.

In the one-stop offices set up in the local government units during 2019, a number of 9,582 applications have been registered in the system where 80% of them are provided through OSSIS. For this purpose, 76 local services have been catalogued and standardized, improving the work processes at the local level, as well as providing better public services for the citizens. In total, 1,470 municipal employees have been trained to use the OSSIS. An important achievement related to the sustainability of OSSIS is the procurement of a modern database for the data as well as modern equipment and programs with lifelong licenses, which are stored in the National Agency for Information Society.

Pillar III – Civil Service: Human Resource Management

“ALBANIA RANKS FIRST IN THE WESTERN BALKANS FOR “PUBLIC SERVICE AND HUMAN RESOURCES MANAGEMENT”

ACCORDING TO THE ASSESSMENT BY SIGMA, A JOINT INITIATIVE OF OECD AND EUROPEAN UNION TO MONITOR PUBLIC ADMINISTRATION REFORM IN ALL REGIONAL COUNTRIES, ALBANIA IS EVALUATED WITH 3.4 POINTS OUT OF 4.

The policies under this pillar aim at increasing capacities, transparency and accountability in the unified implementation of the civil service legislation in all levels and the review and improvement of the salaries` system in the civil service.

The planned objectives under Pillar III aim at:



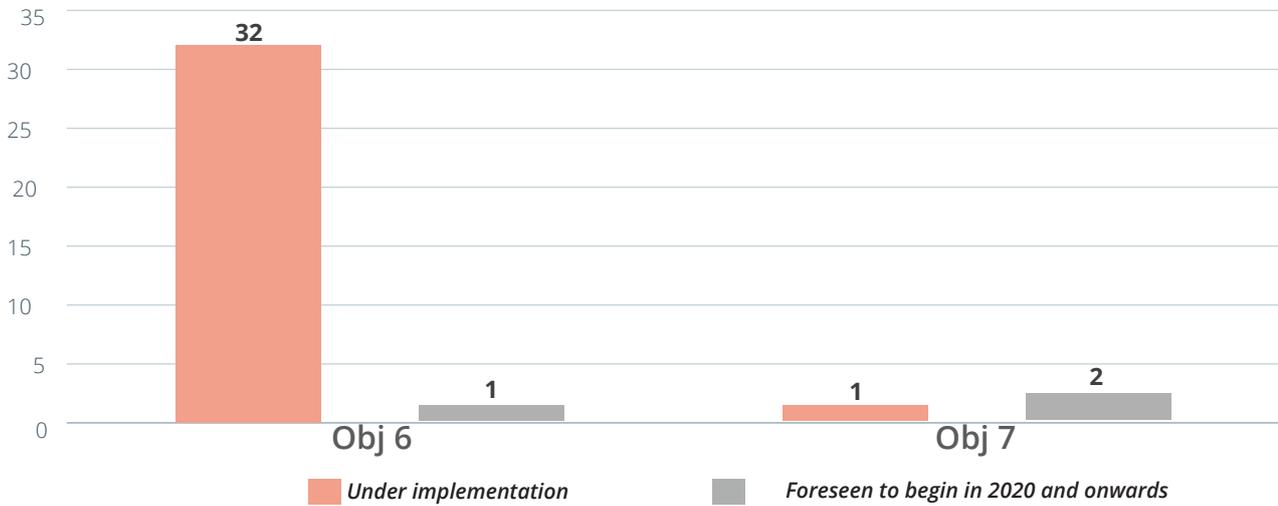
Improved capacities for the implementation of civil service legislation and facilitated enforcement procedures.



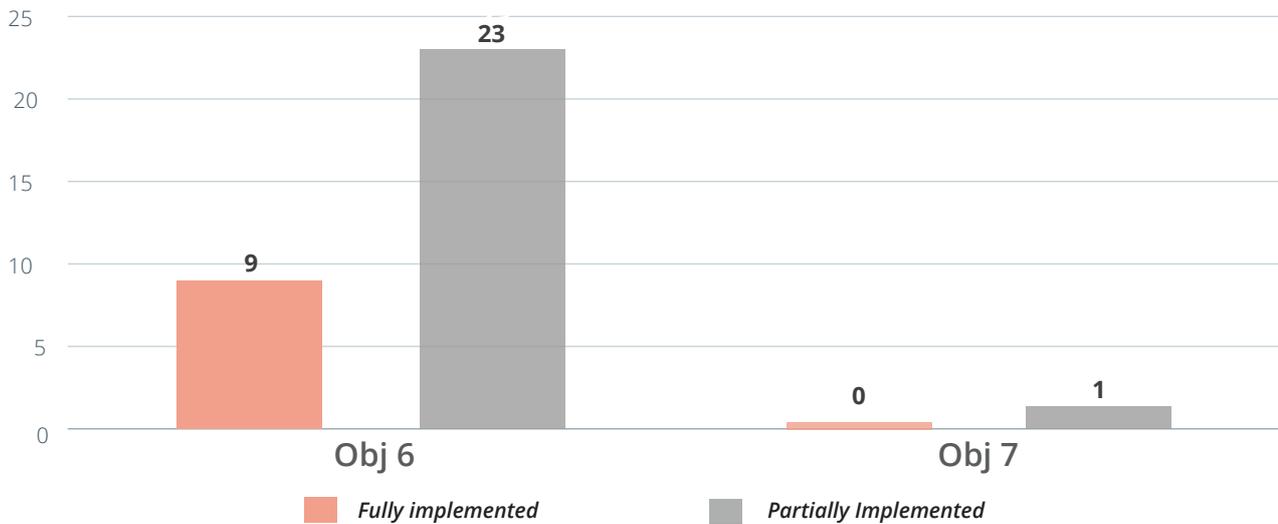
Organization of the civil service wage system based on job evaluation, on the evaluation of annual achievements of civil servants and on compulsory training outcomes.

Pillar III “Civil Service: Human Resource Management” foresees the implementation of 36 sub-activities, out of which 33 have started to be implemented (9 of which are fully implemented) and 3 are foreseen to begin the implementation in 2020 and onwards.

Graph 13 - Number of sub-activities under implementation per Objective



Graph 14 - Status of implementation of sub-activities per objective



Objective 6 “Improved capacities for the implementation of civil service legislation and facilitated enforcement procedures”

This objective foresees the implementation of 33 sub-activities, out of which 32 have already started their implementation (9 have been fully implemented) and 1 sub-activity is planned to start the implementation in 2020 and onwards.

The development of a public administration, which provides high quality services for citizens and business in a transparent, effective and efficient way, through the use of modern technologies and innovative services and, that complies with the requirements of European integration through impartial, professional and accountable civil servants, part of efficient setup is and will continue to remain in the focus of the Albanian government and all other actors, as one of 5 priorities for the opening of accession negotiations with the European Union, a process which can be accomplished only through a professional and devoted administration in central and local level.

The implementation of the civil service reform as a crucial component of the Public Administration Reform and the sharing of the best practices on civil service in central and local level remains one of the main priorities.



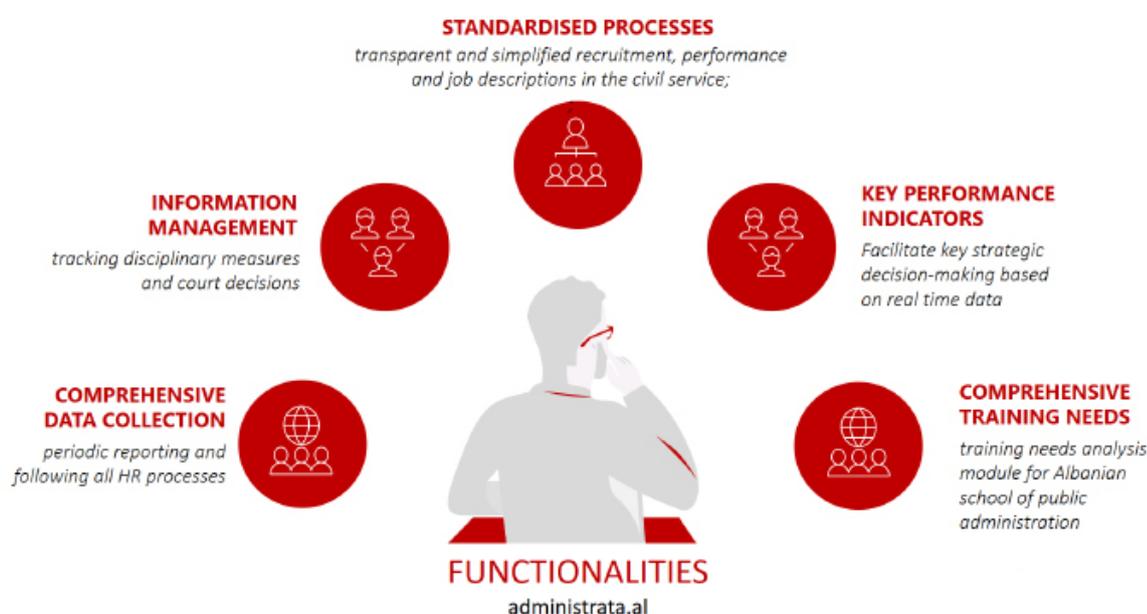
April 2019 - Presentation of the Human Resource Management Platform administrata.al, the first of its kind in the Western Balkans Region

“Administrata.al- a significant progress towards a more effective, transparent and professional administration, improving the quality of services and public trust in state institutions”

In the framework of implementation of the project “Strengthening Local Government Structures”, funded by the Council of Europe and the Swiss Government, in April 2019

the newest platform “administrata.al” for human resources management was presented, aiming at improving the work of public administration. Through the use of this platform by all public institutions, including local government units, there has been an improvement in the interaction due to the facilitation of communication and information reporting in real time, unifying administrative procedures as well as improving the quality of work in terms of better management of human resources. This platform provides updated reports and information on key indicators used in human resources management such as recruitment, dismissals, promotion, disciplinary procedures, court decisions etc.

More than 12 functionalities of this platform are already in use since April 2019. The portal is administered by the Department of Public Administration in collaboration with ASPA, Commissioner for Oversight of Civil Service, human resource management units in the public administration, including local government units.



The platform administrata.al, has a dedicated page for any citizen, who can find with a single click the main information related to the public administration, starting from the public administration reform, as a main priority of the Albania Government and priority for the accession to the European Union, strategies, projects, employment and training. This “**front page**” serves also as a single point from which all public administration institutions both central and local can be accessed, by also providing information on the latest activities of the government and of the Albanian institutions. All this is done to be closer to the citizens and simplify the communication with them.

Kuvendi i Shqipërisë zhvillon finalen e konkursit të Interpretuesve të fjalimeve parlamentare për vitet 1920-1924

Ministria Dena: Qeveria e angazhuar për lehtësimin e klimës së biznesit

Guvernatori Sejko në Forumin për vendet e Evropës Qendrore dhe Lindore, organizuar nga "Euromoney"



INSTITUCIONE QENDRORE
Shiko me shume

INSTITUCIONE VENDORE
Shiko me shume

INSTITUCIONE TE PAVARURA
Shiko me shume

Lidhje direkte me institucione

The Front Page of administrata.al

At the same time, as a **“back office”**, the platform offers a different view for the public administration employees serving as an instrument for them to facilitate their daily work. Administrata.al provides to the public administration employees not only the legal bases and detailed steps for each human resources’ management processes but also provides templates and ready to use documents, hence ensuring the unification of practices and the minimization of errors during the managements of these processes.



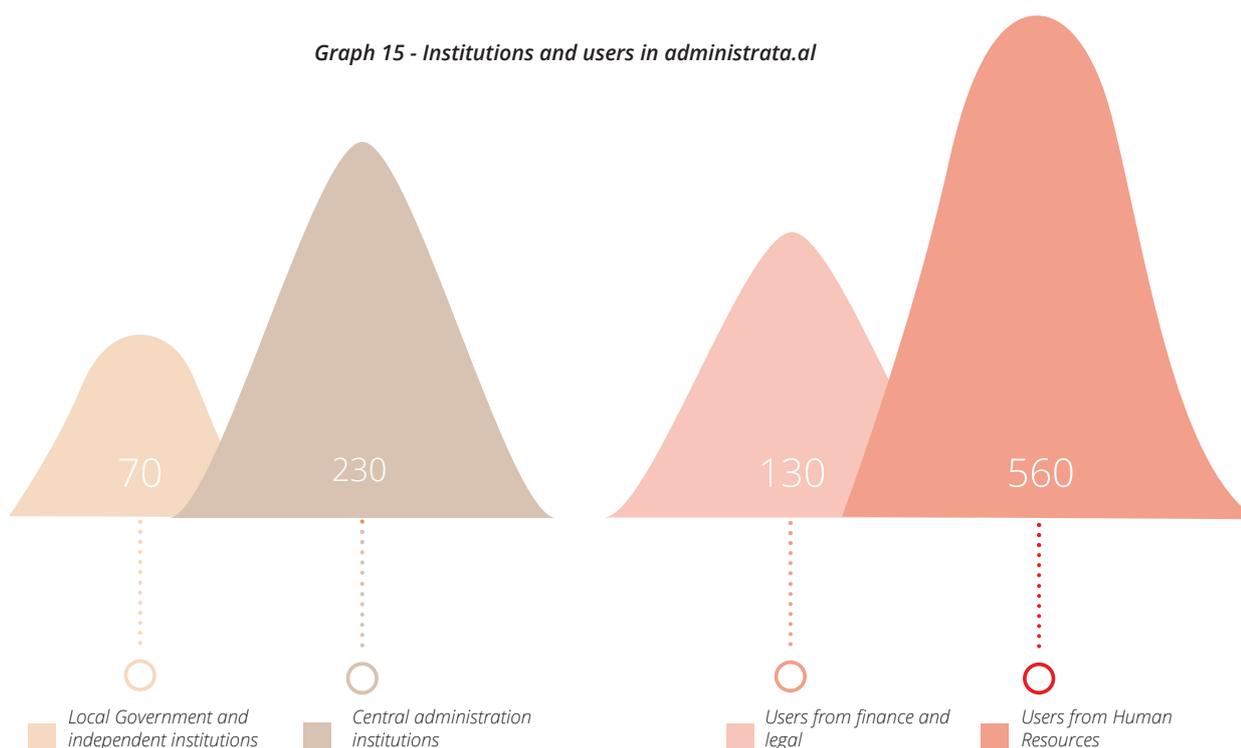
The “back office” of administrata.al

In order ensure the functioning of this platform immediately and profit maximum benefits from it, intensive **“Training of Trainers”**¹ various sessions were held initially with the employees of DoPA, and then other employees from human resources units and legal ones, including the local level were trained in collaboration with DoPA². At the end of 2019, the portal administrata.al counts almost 700 trained users from 300 public administration institutions, as illustrated below:

1 On April 17th, 18th and 19th the staff of the Department of Public Administration was intensively trained to use the newest platform administrata.al

2 The employees of 48 local units have been trained in dedicated training sessions in Korçë, Gjirokastër, Vlorë, Lezhë, Tiranë dhe Kukës.

Graph 15 - Institutions and users in administrata.al



The training sessions held in this context have provided not only an increase of the capacities of the public administration employees in terms of using the platform, making them aware of its usefulness, but have also served as an opportunity for DoPA to address some of the most important processes of human resources management in the civil service, where the necessity for support is also higher such as performance appraisal, reorganization, job description and disciplinary commissions etc.



Training sessions with DoPA staff for the use of the platform administrata.al

“The parties agreed that in order to ensure comparability of data, there is a need to streamline administrative data collection tools and methodologies between the Department of Public Administration and the Commissioner for the Oversight of the Civil Service”

This is one of the [Recommendations](#) of the Public Administration Reform Special Group, after its 8th meeting held in Tirana in April 2019. The recommendation emphasizes the

need to unify and consolidate the data and the methodology of calculating the key indicators in the field of human resources management to ensure a clear representation of the progress of the Albanian institutions in this regard.

Administrata.al, as an integrated reporting and monitoring platform will be serve this purpose, by being an efficient instrument for DoPA and COCS in collecting data in real time and reporting indicators requested by monitoring structures. In this framework, in November a joint meeting between DoPA and COCS was held to discuss the main functions and benefits of the platform with specific focus on the monitoring and reporting functions. More concretely during this meeting was discussed the set of indicators prepared by DoPA with the support of the “Implementation of the Civil Service Reform across the Public Administration”, a set that provides precise data on the progress of the civil service reform, in central and local level.



Joint meeting between DoPA and COCS representatives

The year 2019 marked a positive development and a novelty in terms of improving the recruitment process in the civil service, with written test starting to be conducted electronically, as well as the with the further improvement of the Bank of Questions. The **e-testing**, piloted in some of the management level procedures, ensures the communication of the test results in real time to the candidates, hence further increasing the transparency in the civil service recruitment process. Furthermore, the conduction of more and more procedures through this system reduces the time dedicated to a single procedure, thus increasing the possibility to conduct more procedures. The application of e-testing in the recruitment procedures was made possible thanks to the newest e-testing system, a valuable contribution of the Republic of South Korea for the Albanian public administration.

Considering the challenges faced during the conduction of **the interview`s phase**, more specifically in how the Evaluation Commissions formulate the questions during the interviews, and in particular the need to include more questions that fully test the soft skills of the candidates, work has been focused on creating mechanisms to improve exactly this phases the recruitment process. For this purpose, dedicated training sessions were held for the employees of human resources units and of the Evaluation Commissions, training them on the methods of evaluating the personality elements of each candidate as well as the compliance of the job positions` requirements with appropriate candidates` profiles. The focus of the training sessions was the importance of evaluating candidates regarding their skills and social interaction and the analysis of the candidates` profile.

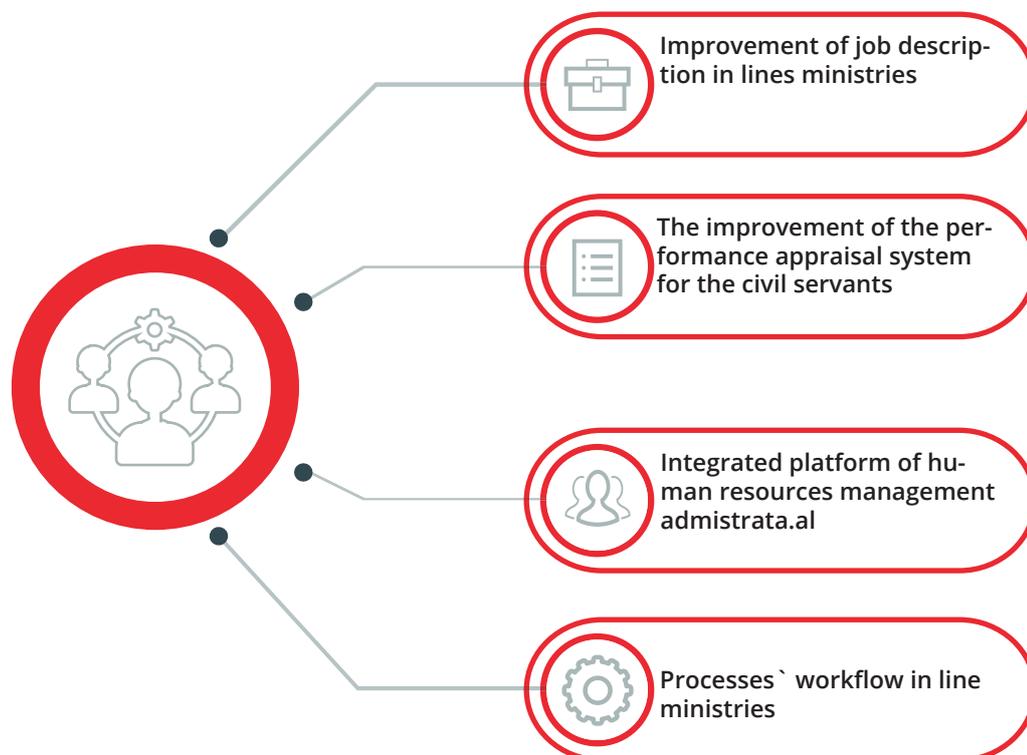


*Training sessions: Improving the recruitment in the civil service - the behavior and personal candidates' profile analysis
June 17th-18th and 20th-21st 2019*

Regarding the improvement of the recruitment process, during 2019 in order to strengthen the role of representatives of state administration institutions in the Evaluation Commissions as well as of the experts in the competing procedures and in the preparation of the multiple choice questions, work has started for the preparation of the guideline for drafting multiple choice questions, a guideline that has gone through the consultation process with employees from the human resources units in lines ministries for comments and suggestions, in order to improve and finalize it. This guideline, already in its final version, is of help to the members of the Evaluation Commissions to draft more valuable questions, which then become part of the Bank of Questions and integrate them in the written tests. To provide an understanding and wider use of this guideline on the 20th and 21st of November 2019 dedicated training sessions were held on the topic "Drafting multiple choices tests", with representatives from the state administration institutions in their positions as members of the Commissions.

In the framework of the development and increase of the collaboration within the public administration, during 2019 the Department of Public Administration, as the responsible institution for managing and implementing the civil service legislation in all state administration institutions, held and lead the meeting of the **Human Resources Professional Network**, a network established to share knowledge and best practices between human resources professionals in the civil service. The Human Resources Network, formalized since 2018 in terms of its functioning, convenes periodically led by the Department of Public Administration periodically gathering human resources pro-

professionals from the public administration to discuss and address important human resource management issues in the civil service. Among the main issues for discussion in the Human Resources Network Agenda during 2019 were:



As regards the review of job descriptions and the preparation of the job descriptions` catalogue, which are among the important components that are being accomplished through the implementation of the IPA 2014 project «Implementation of Civil Service Reform across the Public Administration», this process already was finalized for the Ministry of Health and Social Protection and for the Ministry of Tourism and Environment and intensive work is being done to review the job descriptions in the remaining line ministries. This process will continue during the first quarter of 2020, by organizing dedicated meetings with representatives from all line ministries, convened according to the pillars of the ministries` structures (policy-making, regulatory and economic and supporting services). At the same time, DoPA, with the support of the IPA project experts, has drafted the job positions catalogue, which determines the criteria through which a certain job position will be assessed, an assessment which will be related to the salary for that job position.

Regarding the performance appraisal system, during 2019, a performance appraisal manual which contains the procedures and examples used as a benchmarking for the performance appraisal, was prepared. 2019 marked the finalization of the detailed analysis of the current performance appraisal system, a process initiated by DoPA at the end of 2018 and concluded thanks to the international expertise provided by the IPA project. Such analysis, was carried out in order to improve the performance appraisal system, consequently increasing the objectivity of this important process for managing the human resources in the civil service.



Human Resources Network Meeting

Another important component of the IPA project that is supporting DoPA in the implementation of the civil service reform **is the preparation of a methodology for defining processes` workflow in line ministries, along with the documentations management and the preparation of the manual of procedures** for some important horizontal processes such as: human resources management, public procurement, regulatory impact assessment, reporting on European integration etc. With the support of the project`s expertise, the identification and design of the workflow for 20 horizontal work processes and 5 vertical work processes for each ministerial system, is intended. The work has already started with the identification of the main areas in which these work processes will be identified and meetings were held with representatives from the leading institutions for public procurement, RIA, policy making, European Integration etc. The first processes for which the workflow analysis has already started are the Human Resource Management and processes related with European integration. With the organization of meetings/workshops dedicated to the job descriptions` review, at the same time the focus is on the steps that the processes go through, the documentation produced at the end of each step, deadlines and responsible persons, thus designing processes` workflow.

Also, for all the prepared manuals in this project`s framework (on the civil service legislation, the Code of Administrative Procedures, or the manuals for job descriptions and performance appraisal), dedicated training with officials from the central and local level will be organized.

All the above are foreseen in this project`s framework, in order to further develop the skills to effectively implement the civil service legislation (civil service law, by-laws) and procedures of the new code of Administrative Procedures through capacity building for human resource management, in line ministries and other governing institutions, including local government.



Value 2019

8%

INDICATOR 6A

ANNUAL TURNOVER OF MANAGEMENT LEVEL STAFF AT ALL LEVELS OF CIVIL SERVICE IN THE INSTITUTION OF CENTRAL ADMINISTRATION

Indicator 6a is calculated by dividing the number of managers at all levels of civil service in the central administration institutions who left their positions in one year, with the total number of management staff in the central administration in the given year. The number of managerial staff dismissed during 2019 is 84 out of a total of 1046, resulting in an 8% value, almost the same from the previous year in which this value was 7.8%.



Value 2019

13.62

INDICATOR 6B - 1

THE AVERAGE NUMBER OF PARTICIPANTS OUTSIDE THE CIVIL SERVICE PARTICIPATING IN A RECRUITMENT PROCESS

Indicator 6b1 is calculated by dividing the total number of candidates outside the civil service applying for an executive position (8132) with the total number of positions announced in the executive category in the given year (597), resulting in an average number of participating of 13.62, almost the same value as the previous year where the it was 13.



Value 2019

2.5

INDICATOR 6B - 2

THE AVERAGE NUMBER OF PARTICIPANTS WITHIN THE CIVIL SERVICE PARTICIPATING IN A RECRUITMENT PROCESS

Indicator 6b2 is calculated by dividing the total number of participants of all levels within the civil service who take part in a recruitment procedure (2168), with the total number of positions for which there have been application (841), resulting in an average number of participants of about 2.5, a value higher than the previous year when it was 1.5.



Value 2019

1

INDICATOR 6C

THE NUMBER OF COMPLAINTS PERTAINING TO CIVIL SERVICE RECRUITMENT RECEIVED BY THE COURT (STARTING FROM THE SECOND HALF OF 2014) HAS DECLINED

As regards **indicator 6c**, from the 2014 until 2019 there has only been 1 complaint pertaining to the civil service recruitment received by the court of administrative appeals. The final court decision has been executed by DoPA in October 2019.



Value 2019

3

INDICATOR 6D

THE EXTENT TO WHICH THE TRAINING SYSTEM OF CIVIL SERVANTS IS FUNCTIONAL AND APPLIED IN PRACTICE (SIGMA INDICATOR)

The latest value of **indicator 6d** is the one measured from SIGMA in 2015, and as for the following years there has not been an assessment for this indicator.

In the meanwhile, DoPA has continued to dedicate special attention to the promotion of activities organized in the framework of the civil service reform and of the Public Administration Reform as well, and also to the citizens' feedback related to the recruitment process, in order to take measures to improve it. The communication with the applicants has been continuous and receiving opinions on the said processes has been conducted by the members of the commissions randomly, and also through the polls conducted by DoPA in the social network Facebook.

In the recent years, DoPA has been focused even more on the (electronic) communication with the citizens. As an open and dynamic institution, DoPA has responded to the challenge of rapid technological developments by providing support to all citizens who want to be part of the administration, responding in real time to questions regarding: applications, documents upload or information on the functioning of the civil service in general (laws/guideline). One of the objectives of the government is for the public administrations to recruit the best, and strengthening the communication through social media goes in this direction, with the increase of DoPA's presence to the citizens, the possibility to attract the most qualified candidates to become part of civil service increases as well. Social networks have become the most important communication channels and the increase of DoPA's presence in these networks and other electronic platforms as well, is in line with the society's and technology's development stage, thus fulfilling a requirement of these times. DoPA during 2019 has answered:



Meanwhile, in addition to the information campaign undertaken by DoPA, there is an ongoing communication with higher education institutions in the country to ensure the attraction of the best applicants in public administration. The announcements published by the Department are often distributed by the faculties as well, thus ensuring the achievement of a wider range of groups, who may be interested in being part of the administration.

As regards the extension of the Human Resources Management Information System.

the Department of Public Administration has continued its efforts and intensive work in terms of increasing the capacity of institutions to use the HRMIS, providing support and training for human resources and finance employees. During 2019, **514** human resources employees and **70** employees from the finance sectors were trained, dedicating special attention to the entry of personal data of employees in the system, since the quality of this data directly affects the generation of payroll through the system. The year 2019 has marked an increase in the number of institutions and staff files included in the HRMIS. In December 2019, the HRMIS counted 60,240 personnel files included in it. Meanwhile, the number of institutions that generate payrolls through the system has increased, reaching up to **120** institutions (53 state administration institutions part of the civil service, 62 other institutions not part of the civil service, 5 independent institutions).

Despite the efforts of the Department of Public Administration to put in place the Human Resources Management Information System (HRMIS), there are still challenges such as populating the system with relevant data from local level units, where the percentage of data population is the lowest and also the HRMIS linkage with the treasury system to ensure the automation of salaries. To address the challenges encountered, DoPA`s efforts have focused on taking the necessary steps and more specifically:

- **—** upgrade of the HRMIS infrastructure to better support the payload overload. This process has already been finalized.
- **—** increase the preparatory work to reduce shortcomings in completing employees` files before they are put into the system by users, especially information related to the elements of the payroll. This is an ongoing process of support and assistance that the HRMIS sector provides to institutions.
- **—** reviewing the legal basis of the HRMIS to address possible issues that may arise when payroll is widely used. The review is currently in progress.

- review of the Joint Instruction “On the Form, Elements and Completion of the payroll in General Government Units”, detailing the rules of the HRMIS system, in order to reflect the latest changes in salary schemes. The review is currently in progress.

One of the main goals for 2020, regarding the HRMIS is the inclusion of the health system (doctors, nurses), in the system, a process that is expected to be completed by the end of the year.

Regarding the linkage of the HRMIS with the treasury system, DoPA has taken all steps to ensure the extension in the system that will enable the automation of salaries for the public administration employees and the process is now being followed by the National Agency of Information Society to enable the interface.

The executions of final court decisions is a very significant and important component in fulfilling the mission of rule of law. This process has been in DoPA`s focus and consist of an active and wide involvement of all state institutions, though the unification and right and efficient orientation of administrative procedures

Following the approval of the Civil Service Law 152/2013 as amended, which specifically states under article 66/1 that “final court decisions for the reinstatement of civil servant in the civil service are immediately executed by the responsible unit”, the Order no. 5151, dated 28.10.2015 “On the execution of final court decisions by state administration institutions, part of the civil service” was approved. This order provides clear procedures during the process of execution of final court decisions, with strict deadlines and concrete action, for state administration institution and for DoPA as well. In accordance to the above mention legislation, the state administration institutions, through the established Special Commissions (SC) have proceeded in proposing the possibilities of reinstating the prevailers (those who have won the court case) in a regular position in the civil service. Consequently, during 2019 the number of the executed court decisions was 53.

In order to coordinate and supervise the process of the execution of final court decisions, an online reporting system has been created on the platform administrata.al, where all state institutions have reported in details on court decisions` data. Continuous meetings have been organized in DoPA`s premises to train the responsible persons in line ministries, for the data entry and administration in said database. DoPA`s representative, in charge of overseeing this process, has been at disposal for resolving every problem encountered by the ministries` representatives, during the data processing. In this framework, periodical meetings have been held with representatives from the line ministries and also continuous communication on the data update has been maintained. The administration of this data by the responsible unit enables the effective oversight of the institutions` claims on the lack of possibility to reinstate the prevailers case by case.

Also, in the framework of inter-institutional cooperation, DoPA collaborates closely with the Commissioner for the Oversight of the Civil Service, in order to monitor this process, a collaboration that extends to all aspects of Civil Service Reform.

Regarding the rate of the implementation of the recommendations of the Commission-

er for the Oversight of Civil Service in central, local and independent institutions, general and thematic supervisions/inspections have been conducted in **74 institutions**, and at the end of the process the Commissioner has issued warning decisions with concrete task to regulate the state of illegality.

The process of the verification of the implementation of the Commissioner's warning decisions within the warning deadline for the legality regulation, was carried out in 83 institutions. At the end of the verification: for 66 subjects the process was concluded with the decision of the Commissioner that tasks were fulfilled according to the provisions on the first decision; for 17 subjects the Commissioner has decided that the process of reinstating the legality would be carried out by helping the institutions through technical assistance, which has already started drafting an action plan with concrete measures and time-lines for each responsible employee.

For the reporting period, in the process of continuous oversight (the process of verifying the implementation of warning decisions) has been involved 11 individual cases of complains resolved with warning decisions (all cases belong to the state administration from which: 1 ministry and 10 subordinate institutions) and at the end of the verification of the process of implementation of the Commissioner's recommendations, the process of verification has been concluded with the decision of the Commissioner, affirming that all institutions have completely fulfilled the tasks stated on warning decisions.

The process of oriented oversight for the recruitment procedures in the state administration institutions organized by DoPA as the responsible institution for these procedures, has continued.

The Commissioner for the Oversight of Civil Service, during 2019, has reviewed 142 information/individual complaints, resolved through individual administrative inspections or as part of ongoing oversight processes.

The monitoring of the implementation of the civil servant law during the 2019 electoral campaign for the local level elections has been fulfilled and followed with priority. In line with legal competencies to oversee the civil service administration, based on articles 14 and 15 of the law no. 152/2013, and the Assembly's Resolution dated 25.04.2019, "On the evaluation of the activity of the Commissioner for the Oversight of Civil Service", the Commissioner has carried out the overseeing process, to ensure the proper implementation of the civil service law **during the local elections** in Albania.

All institutions employing civil servants were involved in the oversight process, such as: Prime Minister's Office, Line Ministries, subordinate institutions to the Prime Ministers and line ministries (state administration), independent institutions, as well as the Local Government Units including Municipalities and Regional Councils (precisely, to carry out the oversight process, the Commissioner has communicated with 208 institutions that employ 12,758 civil servants, focusing the process towards the new appointments/recruitments, disciplinary measures "dismissal from the civil service" and monitoring the work/behaviour of civil servants during the election process. During this process, the Commissioner has not identified any important issues and has proposed changes for the administration of the election process with the purpose of unifying the Election Code provisions with the civil service law. Based on the analysis of provisions that regulate electoral subjects in the Electoral Code (which has not changed yet) which are mainly

related to the definition of senior functions in the administration, the Commissioner has presented to the Albanian Parliament/Assembly its position on the revision and on ensuring coherence with the civil servant`s law, which recognizes to the civil servant who is running, regardless of his level in the civil service hierarchy, the right of suspension from the civil service and does not force him to resign.

The issuing of instructions and recommendations regarding the unification of the implementation of the law in the civil service based on the issues identified by the Commissioner for the Oversight of the Civil Service in the public administration continued during 2019, and the following instructions have been issued:

- — Instruction and interpretation regarding the content of Article 37, entitled “The political rights”, of law no. 152/2013, “On the Civil Servant”, as amended, sent to all institutions included in the scope of the law, prior to the electoral campaign for the local elections of June 2019, in order to respect/restrict the political rights of civil servants during the election process;
- — Instruction and interpretation regarding the legality of the participation of civil servants in the election administration (CEAZ, VCC and VCG) and the procedures that civil servants must follow in order to run for Mayor and member of the Municipal Council;
- — Instruction regarding the unification of the categorization of job positions in the civil service, in the subordinated institutions of the state administration (in this case for the job position “Director of Directorate” and “Head of Sector”) in accordance with the requirements of Article 19 of law no. 152/2013, “On the Civil Servant”, as amended;
- — Instruction and interpretation regarding “Discipline in the civil service”, as well as with various aspects of the implementation of this provision such as: a) responsibility for disciplinary measures, b) types of disciplinary measures, c) competencies and procedures for disciplinary measures and also ç) Disciplinary Commission, its establishment and composition, sent to all local government units;
- — Instruction on the unification of the process of execution of final court decisions in civil service institutions.

The Commissioner has continued with the second phase of the process of monitoring the implementation of final court decisions. At this stage, information was requested from 128 institutions (line ministries, state administration subordinate institutions, independent institutions; as well as local government institutions (12 Municipalities and 6 County Councils). In order to be aware with the problems of this process, the Commissioner held at its headquarters, with the participation of representatives authorized by the respective institutions and the Department of Public Administration in the role of the responsible unit, during which all cases of employees registered on the waiting list who still have not been placed in a suitable job position in the civil service have been nominally discussed. Currently, all line ministries have gone through these hearing sessions, where they have also reported regarding their subordinated institutions. Successively, the Commissioner has requested to be notified by the institutions for the meetings of the Special Commission in order to be part of them, to give impetus to the process and has supported by all means the parties in this process, for a swift solution and in accordance with the requirements of the law, giving them deadline to complete the assigned tasks.

Meanwhile, in terms of increasing and strengthening the capacity of the employees involved in ***the re-engineering process and in the delivering of better services to the public***, through the module ***"ONE STOP SHOP"*** on e-Albania portal, public administration employees can generate certificates and documents which are found as portal services to complete the accompanying documentation of the service requested by the citizen and will no longer be required of the citizen himself. In this context, the training of public administration employees is ongoing in order to train them to provide quality and transparent services to the citizens. Currently, the public administration module has 146 institutions and 8500 authorized employees for the generation of electronic stamped documents. For the period January 2019 - December 2019, 1200 public administration employees have been trained.

The activity of the Albanian School of Public Administration (ASPA) during 2019 has had the main goal of preparing the Albanian public administration regarding European integration challenge and the implementation of the civil service legislation.

During 2019, ASPA has enriched the training portfolio with 34 new modules compared to 2018, during which it offered 64 modules. The average daily training duration was shortened by 0.5 days during 2019 compared to 2018, in which it was 2.37. This abbreviation did not reduce the content, but increased the concentration of information in a shorter time, with the aim of keeping the stay in the classroom shorter but more intense. In the meanwhile, the increase in the number of modules and the reduction of the average daily training time have enabled the increase of the number of participants compared to 2018, bringing greater variety of topics, shorter duration for module but unchanged total duration for individual.

ASPA continues to develop an effective training evaluation system, which generates more data regarding the quality of training, achieving objectives and measuring the impact of training on the individual performance of the institution and the system as a whole. At the end of each training, evaluation forms are distributed to be completed by each participant and the data from the training forms are processed into results, serving as a basis for ASPA to improve the quality of training. The school has already developed a basic methodology to enable the assessment of the training impact, and several pilot assessments have already been conducted. However, the methodology needs to be further developed and in order to enable the analysis of the training impact on the performance of the institution/organization, it is of particular importance that ASPA cooperates with the institution where the participants come from.

2019 marked for ASPA the beginning of the piloting of the training program for the passing from the Middle Management Level to the Top Level Management Corp. In 2019, out of 33 modules in total, 7 modules have been implemented, during 7 weeks of training, namely: in the first week the "Strategic Management" module, in the second week the "Leadership" module, in the third week the "Policy Making and Management of the Public Policy Cycle" module, in the fourth week the "Microeconomic Analysis and the Efficiency of Government Policies" module, in the fifth week the "Macroeconomics and economic policies of the government" module, in the sixth week the "Project management" module, in the seventh week "Budget planning, monitoring and performance indicators". This

program is being piloted with existing members of the Top-Level Management Corp and will be mandatory for attendance at 70% and will continue in 2020.

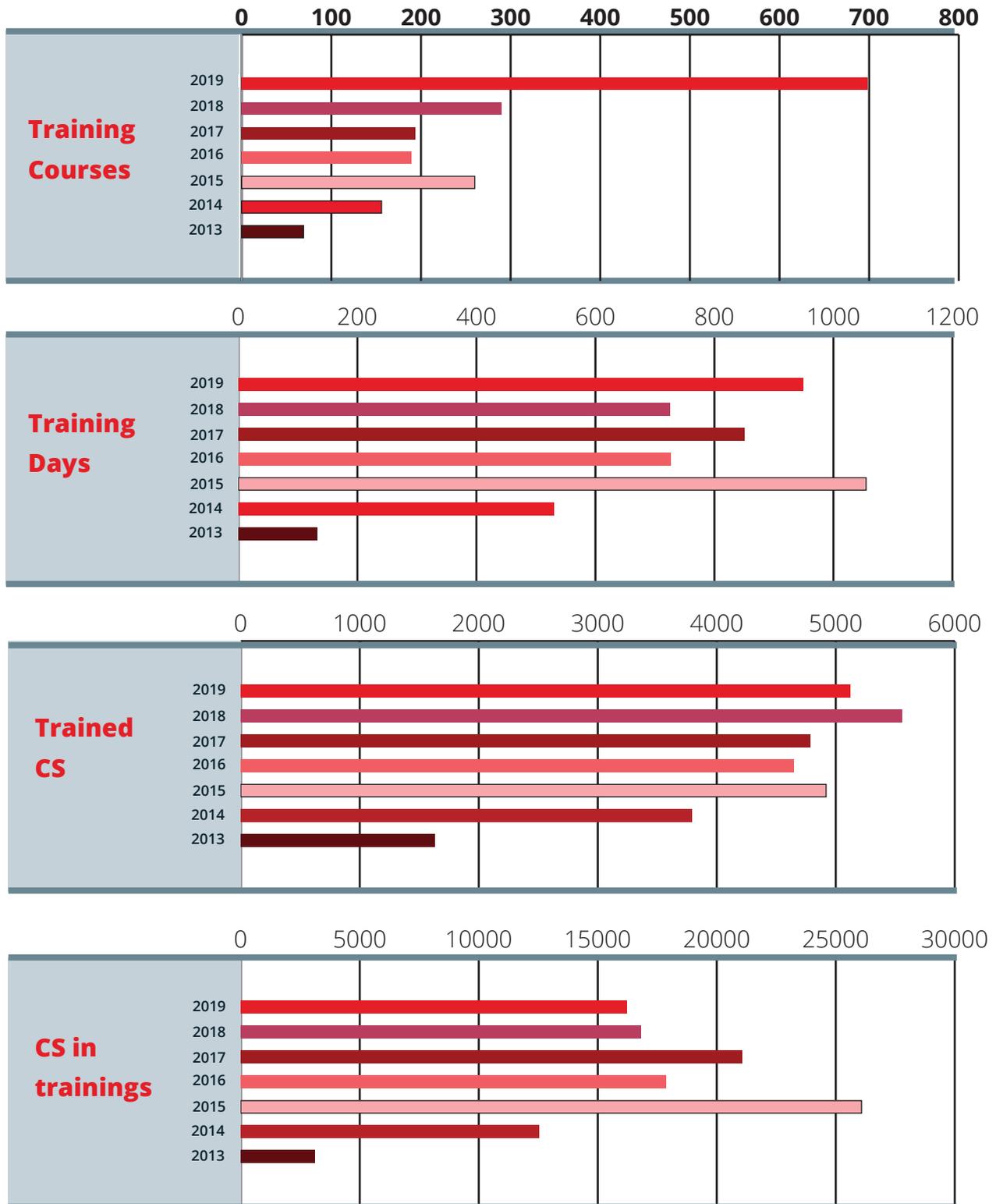
The trainings were also conducted in the field of *European integration* where 1534 public administration employees were trained. In the *field of anti-corruption* 1498 public administration employees have been trained. For *public consultation* issues, the Public Consultation module has been developed to assist central and local government units to monitor and evaluate their performance in relation to participation in public consultation and the use of the Public Consultation platform. During 2019, this training was conducted 8 times with participants from local, central government and independent institutions and was attended by 137 employees. For the *code of administrative procedures*, the two day long curricula was drafted in December 2018 and 239 public administration employees were trained. This module is also part of the compulsory program for public administration employees, for which 1151 participants where have been trained. Therefore, in total 1390 public administration employees have been trained for the Code of Administrative Procedures. Trainings have also been conducted in other areas such as gender equality and public finance.

During 2019, the curricula evaluation system has been improved by reviewing the "Guideline for the preparation/review of the curricula". ASPA has also conducted an internal evaluation of curricula and developed their own assessment matrix. In cooperation with the IPA 2014, project "Implementation of Civil Service Reform across the Public Administration", the purchase of the standard document ISO 21001: 2018 is planned. Through the adoption of this document and the effective application of the management system, including the processes for improving the system and ensuring conformity, the increase of the satisfaction of the training participants/teaching processes, of other beneficiaries and staff, is aimed.

ASPA has continued to enrich the curricula and its library with 100 books. Each curricula is based on the relevant books enabled by the IPA 2014 project "Implementation of Civil Service Reform across the Public Administration". ASPA has institutionalized the cooperation with the signing of agreements with UNDP, being coordinated with all UNDP projects; Agreement with UNICEF, Agreement with Terre des Hommes and has continued cooperation with other projects.

ASPA indicators for 2019:

5120	TRAINED EMPLOYEES
698	TRAINING COURSES
949	TRAINING DAYS
16217	CIVIL SERVANTS PARTICIPATING IN TRAINING DAYS (PARTECIPANTS)



Graph 16 - Training statistics for the period 2013-2019

Objective 7 “Organization of the civil service salary system based on job evaluation, on the evaluation of annual achievements of civil servants and on compulsory training outcomes.”

This objective foresees the realization of 3 sub-activities, out of which 1 has started the implementation and 2 sub-activities are planned to start the implementation during 2020 and onwards.

Regarding the implementation of Salary Reform, the Department of Public Administration with the support of the IPA 2014 project “Implementation of civil service reform across the public administration” which among its specific objectives includes, strengthening the management and oversight capacity of DoPA in the implementation of the civil service and salary reform, has drafted an analytical study in order to determine the path for the implementation of the new elements of the salary system approved by the Civil Service Law.

This document contains two sub-regulations regarding the new salary structure in the public administration, namely: (i) implementation of the new salary structure according to the civil service legislation and (ii) setting standards that will serve as a guide for determining the salaries for the public administration, considering the principle “equal pay for equal work” as well as the fair reward for the responsibility and impact that the work of everyone gives in the realization of the functions and tasks of the institution.

To discuss this draft document and the salary reform, throughout 2019, several round-tables were organized with senior civil servants from the Prime Minister’s Office and line ministries, as well as dedicated meetings with experts from the Ministry of Finance and Economy. These meetings have provided a better understanding of the proposed salary policy and of the common ideas for improving the scheme and fostering better cooperation for the future. The salary reform document is expected to be finalized during 2020, and then DoPA in cooperation with the Ministry of Finance and Economy will begin calculating the budget implications for this reform in order to fully implement it.



The first consultation table of the Salary Policy Document

It is worth mentioning that the salary reform remains a challenge as it requires a transformation of the current salary structure based on (i) job classification, (ii) annual performance appraisal of the civil servants and (iii) mandatory training, and of course based on the context of the Albanian public administration, taking into account its practical implementation.



Value 2019

8.6

INDICATOR 7A

BALANCING THE PAYROLL SYSTEM AND ACHIEVING THE RATIO OF 22.1 IN 2020 BETWEEN MAXIMUM AND MINIMUM WAGE.

Indicator 7a represents the ratio of the maximum salary in the public administration (salary of the President of the Republic of Albania) to the minimum salary in the public administration. This indicator has not changed compared to 2017 as the President's salary is unchanged at 257,000 ALL and the minimum salary in the public administration is 30,000 ALL.



Value 2019

0

INDICATOR 7B

INCREASED OF THE VARIATION/ NUMBER OF POSITIONS IN THE SALARY SCHEME BASED ON JOB DESCRIPTION

The calculation of **indicator 7b** will be possible with the finalization of the salary system reform in the public administration, a reform that will ensure the organization of the salary system in the civil service based on the evaluation of job position, annual achievements of civil servants and results in mandatory training.



Value 2017

3

INDICATOR 7C

THE EXTENT TO WHICH THE REWARD SYSTEM FOR CIVIL SERVANTS IS FAIR, TRANSPARENT, AND IMPLEMENTED IN PRACTICE (SIGMA INDICATOR)

The most recent value of the **indicator 7c** is the one from the SIGMA assessment in 2017 where it was marked level 3 (a decrease of one point compared to 2015), underlining the fact that the evaluation "vertical promotion and salary increase remain the only ways to improve the salaries' conditions" and the changes made to the Albanian legislation are still not providing a coherent salary system. As for 2019, there is no assessment of this indicator by SIGMA, however it is expected that the implementation of the salaries' system reform will address the recommendations of SIGMA's latest assessment

Pillar IV – Administrative Procedures and Oversight

The policies under this pillar aim at reviewing the procedures for providing services to the public and their simplification, including, where possible, ICT solutions, as well as taking into account the implementation of the new Administrative Procedures Code, towards increasing the accountability of public officials when performing their functions.

The planned objectives under Pillar IV aim at:



Simplified procedures for the provision of services by facilitating communication with the public and avoiding corruption;



Developing an ICT infrastructure capable of supporting the daily activities of public administration and increase efficiency by reducing the time to access, process and transmit information while improving the flow of information;



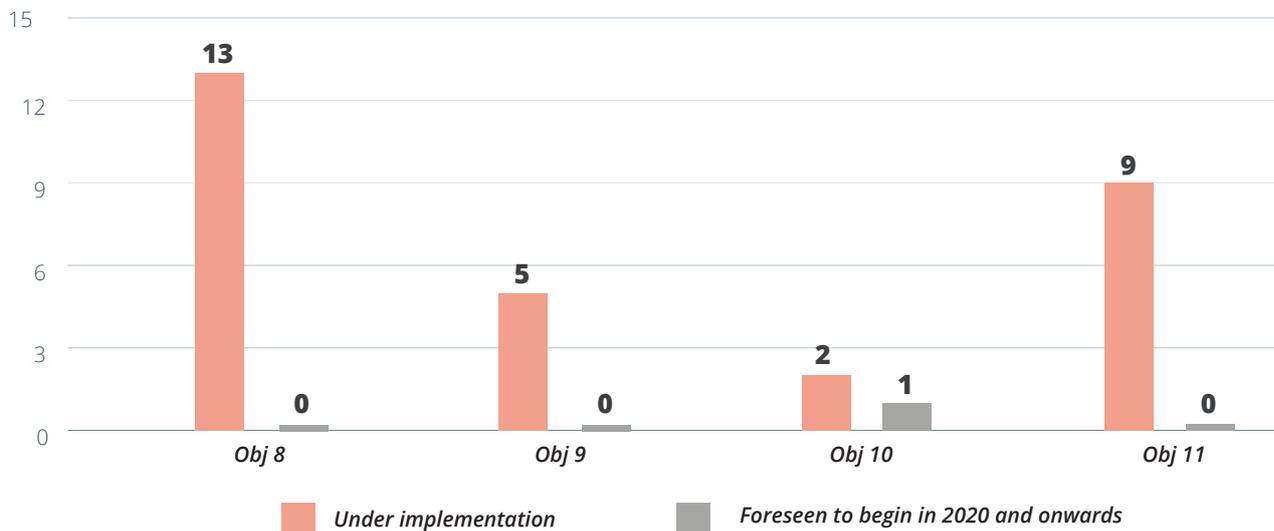
Enhancement of the efficiency and accountability of public officials;



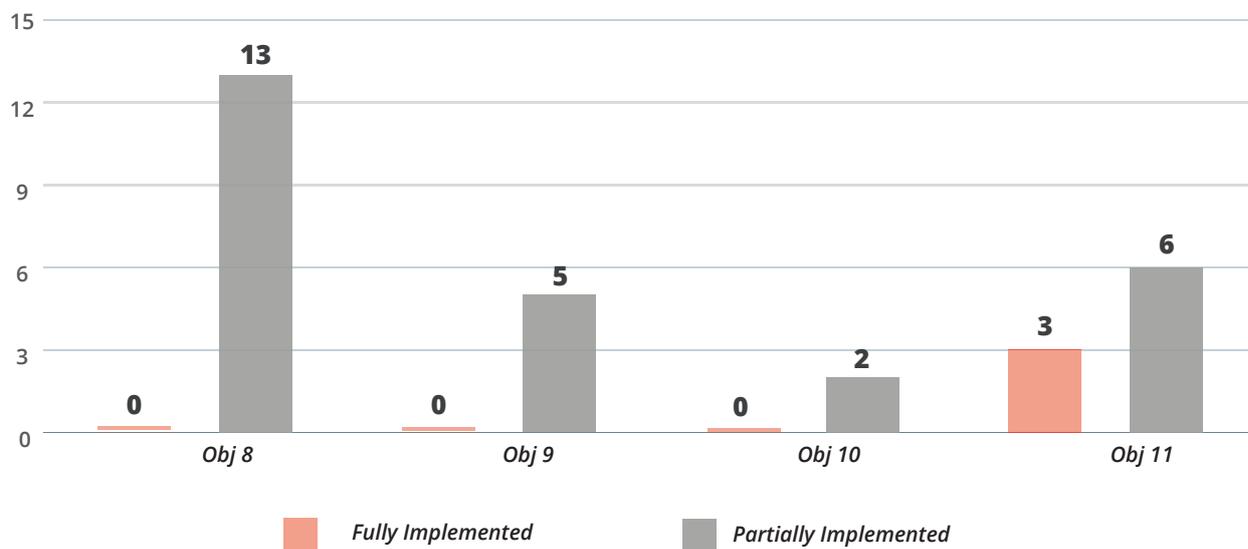
Enhancement of control over the activities of public administration, guaranteeing the rights of citizens and access to information.

Pillar IV “Administrative Procedures and Oversight” foresees the implementation of 30 sub-activities, out of which 29 have started to be implemented 9 (3 fully implemented) and 1 is foreseen to begin the implementation in 2020 and onwards.

Graph 16 - Number of sub-activities under implementation per Objective



Graph 17 - Status of implementation of sub-activities per Objective



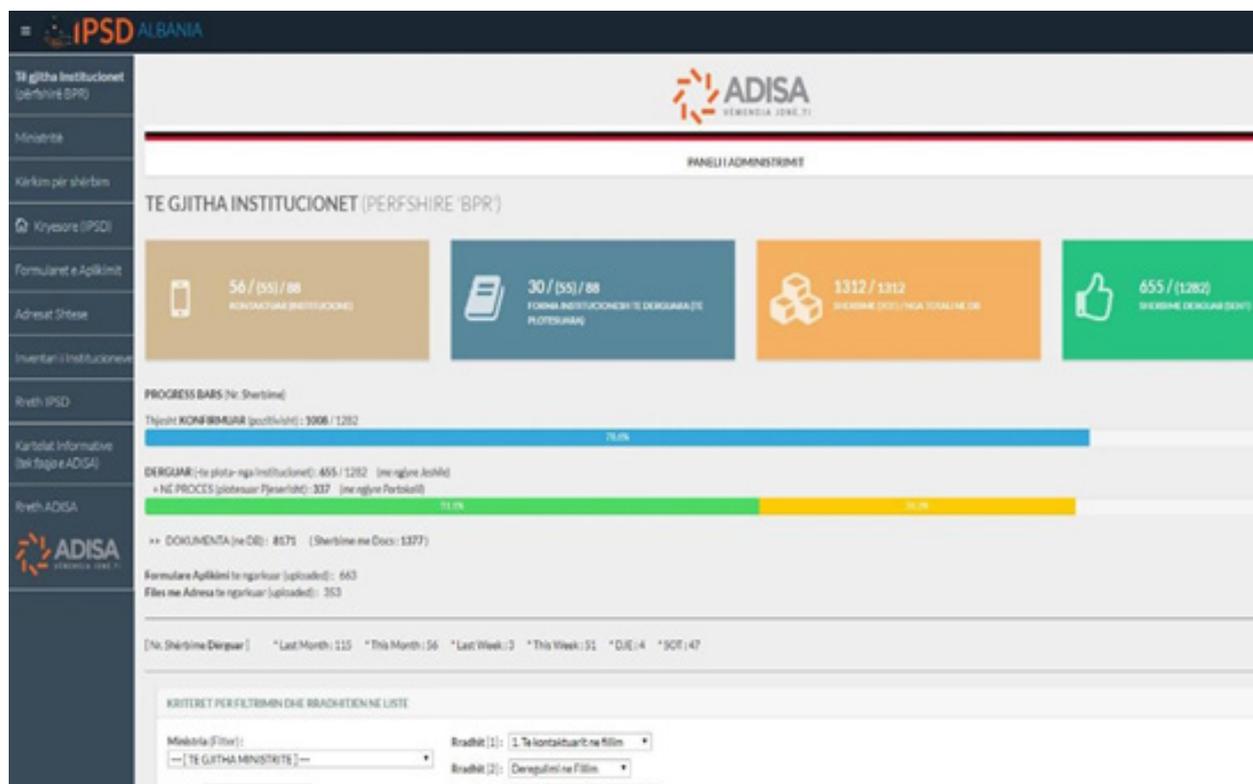
Objective 8 “Simplified procedures for the provision of services by facilitating communication with the public and avoiding corruption”

This objective foresees the implementation of 13 sub-activities, out of which all have started the implementation by the end of 2019.

In the framework of the Government's priority to improve the delivery of public services to citizens and businesses, ADISA has designed a model for collecting data on the progress made in the implementation of the re-engineering process. Data on the 169 services of 9 institutions in the focus of the re-engineering were collected in cooperation with the institutions and with the support of the Operational Situation Office at the Prime Minister's Office.

Following the inter-institutional cooperation, ADISA is engaged in 3 phases, namely: (i) presentation of the Platform to public institutions, (ii) Evaluation of the list of services and (iii) completion of the Platform. During the period January - December 2019, the presentation of the platform for the public services' inventory took place in 29 institutions. In the phase of evaluation of the list of public services according to the definition of public service in law 13/2016, it resulted that 5 of them do not provide public services.

Also, the data population of the platform has also been carried out for 16 institutions that provide public services and later it was populated with information on 91.1% of the list of services of the public institutions. Consequently, at the end of this process, the generation of the Information Card for each service is possible. These standardized information cards are then published on the ADISA website and at the same time in the Call Center.



Home page of IPSD Platform

During this period, work has continued on the design and update of the application forms. During 2019, the Standards Development sector has drafted 45 new forms for 24 institutions. In total, ADISA has standardized 333 application forms, out of which 226 are in use by public institutions, covering a number of 392 public services.

During 2019, based on data uploaded by state administration institutions on the IPSD public services platform, 182 new information cards were compiled and standardized for 19 public institutions, out of which 14 are new institutions, with which ADISA has collaborated. In total, the number of standardized and validated cards by ADISA is 1073 information cards for 61 public institutions, out of which 1034 information cards for 60 institutions have been standardized through the public services platform. The Information Cards have been published on the official ADISA website, on the platform accessible by Call Center operators, and on the ADISA Mobile App.

From December 2019, in order to increase access to information and facilitate the citizens' burden, there has been a change into the green number 0800-0118 free of charge. The main objective of changing the number of the Information Center for Public Services is the ease of providing the service without any additional costs that can burden the citizens' pockets and also the increase of the number of callers, who then become informed and satisfied citizens.



Value 2019

0%

INDICATOR 8A

NUMBER OF SERVICES WITH SIMPLIFIED PROCEDURES FOR THEIR PROVISION

The actual level of **indicator 8a** for 2019 is zero. The consulting's products for the re-engineering of public services of 10 institutions in focus, namely 382 new process maps, have been approved by the institutions but have not been approved yet by the Council of Ministers. Achievements against the target level for 2019 are consequently at the level of 0%.

Monitoring the quality of service has continued through direct surveys, telephone surveys for Integrated Centers in Fier, Kavajë dhe Krujë, the conduction of the national family survey, online surveys and measurement of waiting time and time of application at the Integrated Centers of Tiranë, Tiranë 2, Gjirokastër, Shkodër, Kavajë dhe Krujë. A total of 13 evaluation reports which address civic satisfaction have been drafted. In general, it resulted that most of the citizens are satisfied with the service received at the application counters. Also, the measurement of the application time has been conducted at the Integrated Centers, Tiranë, Tiranë 2, Gjirokastër, Shkodër, Kavajë dhe Krujë.



Value 2019



INDICATOR 8B

PUBLIC SATISFACTION (%) TOWARDS THE QUALITY OF SERVICE DELIVERY

Taking into account the above analyses for measuring civic satisfaction at front offices, as well as the results of online surveys, national household surveys and through telephone surveys in Fier, Kavajë and Krujë, it results that **indicator 8b** has an increasing trend. Achievements against the target level for 2019¹ have been accomplished.



Value 2017

3

INDICATOR 8C

THE EXTENT TO WHICH POLICIES FOR THE PROVISION OF SERVICES FOCUSING ON THE CITIZEN ARE ADOPTED AND APPLIED IN PRACTICE (SIGMA INDICATOR)

The latest value of **indicator 8c** is the one of the OECD/SIGMA assessment report in 2017 where the extent to which the policies for the provision of services focusing on the citizen are approved and implemented in practice, has been 3 marking an increase compared to the evaluation of 2015, in which said level was 2. As regards 2019, SIGMA has not assessed this indicator.

In order to facilitate access for citizens and businesses in electronic services, an important initiative was undertaken through the unique government portal e-Albania, which was the digital stamp and the public administration module for the generation of administrative documents for the citizen. This ensures that the e-Albania portal can be used by the public administration employees to obtain certificates and documents which are included as services of the portal (with digital stamp) in order to complete the accompanying documentation of the service requested by the citizen. By the end of 2019, there are 38 stamped documents provided in the module for the public administration employees, who deal with the service delivery procedures, in order to improve the availability, quality and transparency of public services and reduce the implementation time of procedures and the costs of the public administration. Over 25.7 million electronic stamped documents have been easily obtained by citizens and businesses, ultimately avoiding corruption and delays.

In addition to the electronic stamp, another innovation that derives from is the fact that thanks to the use of the e-Albania portal by the public administration employees to obtain certificates and documents which are included as portal services to complete the accompanying documentation of the service requested by the citizen, they will no longer be required from them. Now, it is the public administration employee and not the citizen, who has the duty to collect documents with electronic stamp from the e-Albania portal and attach them to the citizen's application file. In simpler words: the usual office-to-office itinerary for a certificate, verification, etc., is over. We are talking about a tangible reality for the citizen and businesses.

¹ The target level for 2018 is an increasing trend (referring to the Passport of Indicators, pg. 25)

² See OECD / SIGMA Assessment Report 2017 "Principles of Public Administration" pg. 108

In order to receive continuous feedback from citizens and businesses that use the electronic services of the e-albania portal, **the star rating mechanism** has been implemented at the end of the application or the electronic service delivery. This functionality was originally added to the portal's most used services and work is currently on going in order to include it in all e-services offered on e-albania. Through this functionality, users can give their rating with a grade from 1 to 10 stars and also write a narrative comment to explain further their experience on the portal. Since the implementation of this mechanism, over 270,000 assessments have been completed by citizens and businesses. The average rating for used electronic services is 8.8.

In addition to this mechanism, NAIS is working on **the development of proper surveys** to improve public services by the relevant structures of NAIS that are engaged in the field of statistics and questionnaires by professionals in the field, at periodic intervals.

Found in a long wave of the digitalization process, which has started since 2013, during 2020 Albania will go through one of the most important processes of digitalization and transformation of public services in its history. The government is determined to turn institutions at the full service of the citizens and will completely focus on turning physical front offices into online ones.

Objective 9 “Developing an ICT infrastructure capable of supporting the daily activities of public administration and increase efficiency by reducing the time to access, process and transmit information while improving the flow of information”

This objective foresees the implementation of 5 sub-activities, among which all have started the implementation.

During 2019 in terms of achieving this objective, below we will briefly mention some of the concrete achievements for the reporting period:

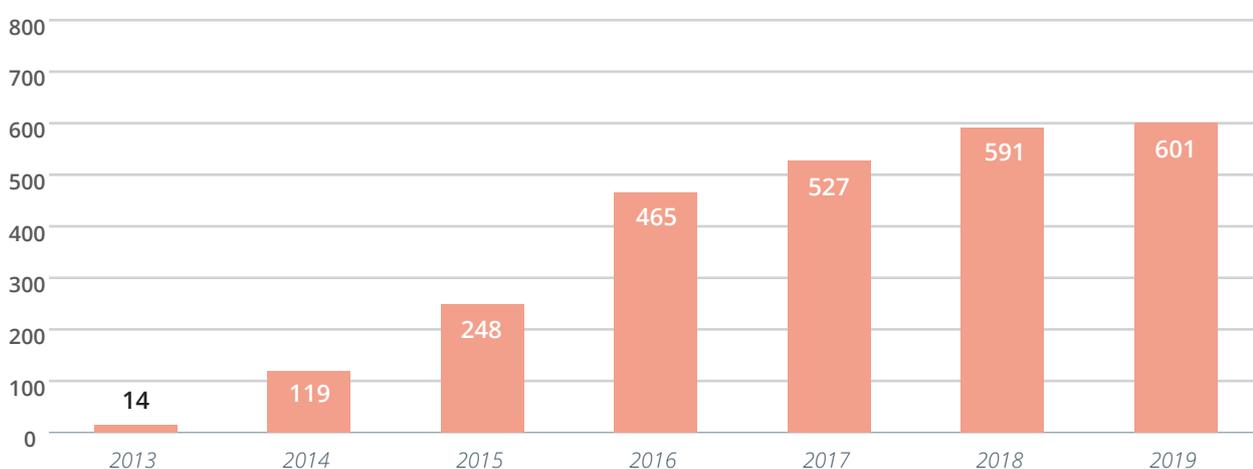
There are 93 central institutions and 61 local government units that offer a wide range of electronic service categories ranging from for employees, the unemployed, drivers, property owners, students, retirees, Albanian citizens abroad but also foreign ones that are interested in receiving services in Albania up to businesses and public administration employees themselves.

The National Agency for Information Society (NAIS) has continued work to increase the electronic services and the improvement of existing services in the unique government portal e-Albania, meanwhile the number of systems related to the Government Interactive Platform has increased. The e-Albania portal offers **1792 services**, of which **601**

are **electronic services** (43 times higher than in 2013). Currently, 122 *electronic services have full legal value thanks to the electronic stamp* or electronic signature, namely: **54** electronic services that enable the generation of 38 unique documents with electronic stamp; **68** services with electronic signature. There are currently 93 institutions in total that provide electronic and informative services on the e-Albania portal, out of which 35 provide electronic services to citizens, businesses and public administration employees, significantly facilitating bureaucracies, improving the quality and transparency of public services. Meanwhile, 86 institutions provide informative services on the portal, providing complete information about the procedures for obtaining public services for citizens and businesses.

The following graphic shows the number of new electronic services and their change from 2013 to 2019.

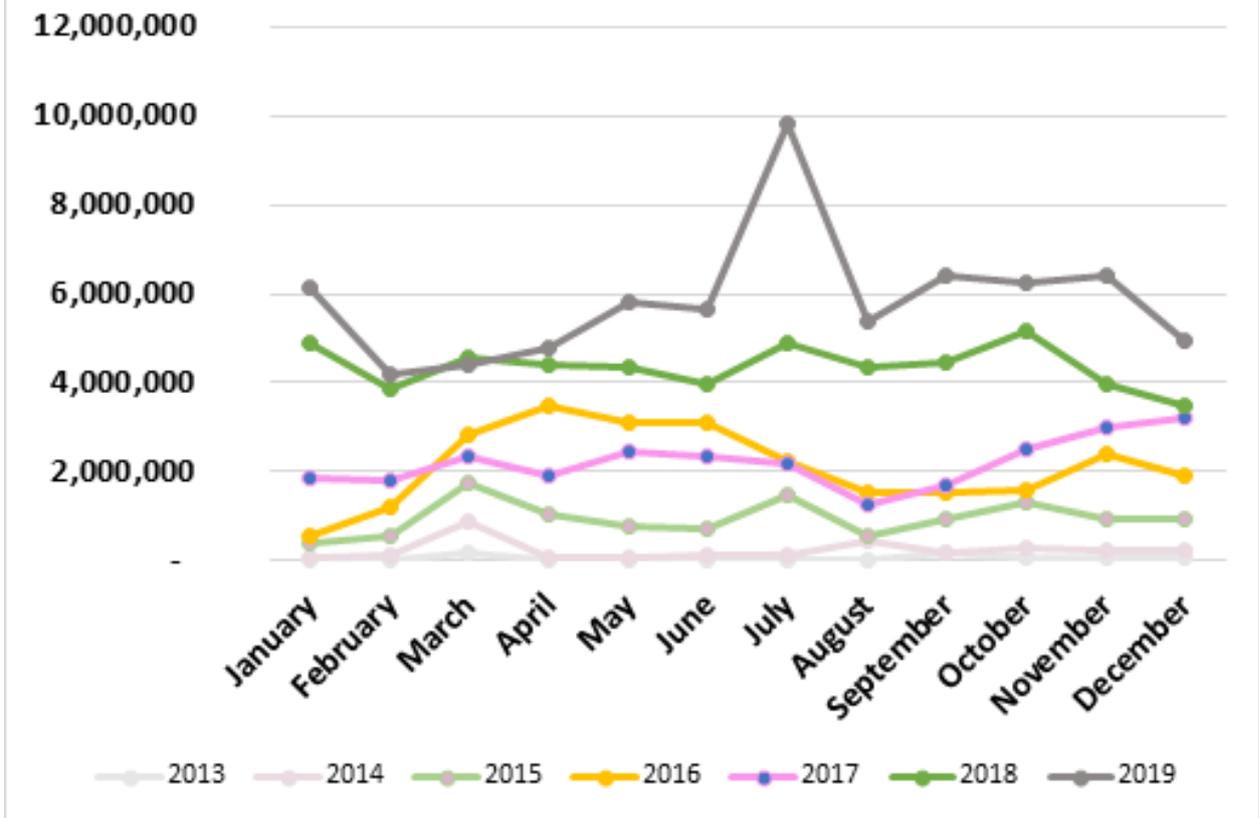
Graph 19 - Number of electronic services level 3 and 4 (UPAN 2014)



The e-Albania government portal is linked to the Government Interactive Platform, which is the basic architecture that enables the interconnection of electronic registers with each other and the exchange of real-time data in a secure and reliable form, guaranteeing electronic services for citizens, businesses and public administration. In 2019, over 70 million transactions between connected systems circulated in it.

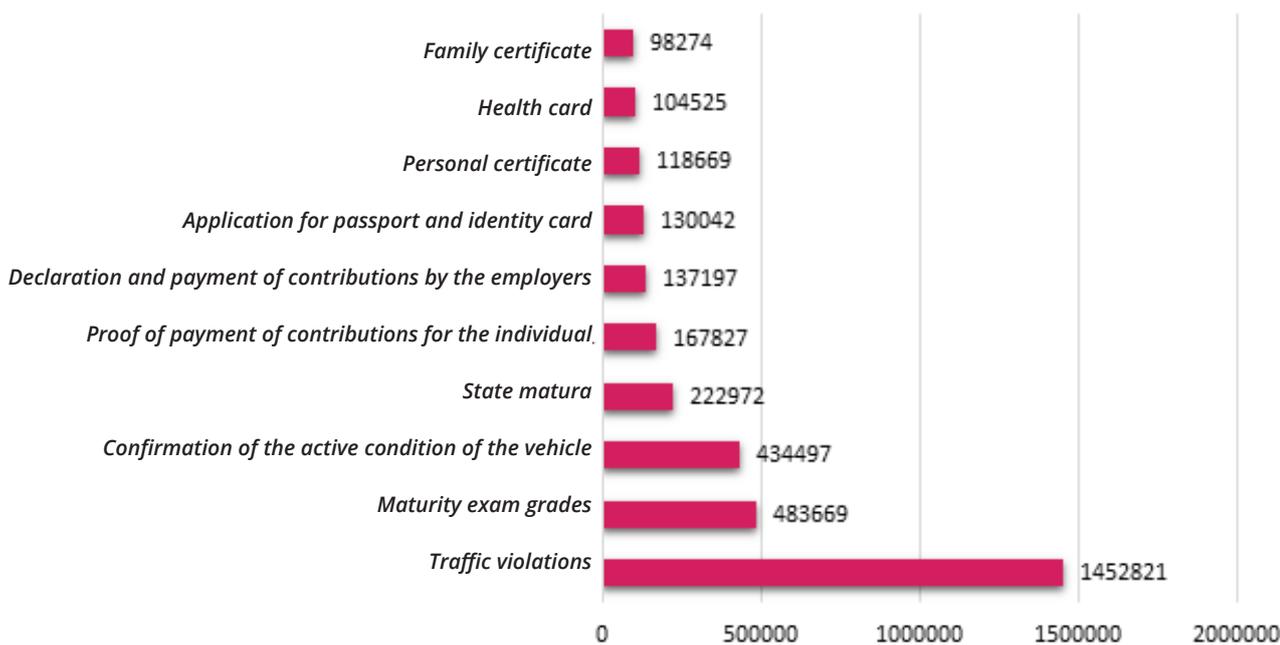
In the meanwhile, during the period January - December 2019, another institution was connected to the Government Interactive Platform, bringing the total number of related institutions to 50, compared to 49 in 2018.

Number of transactions in the Government Interactive Platform



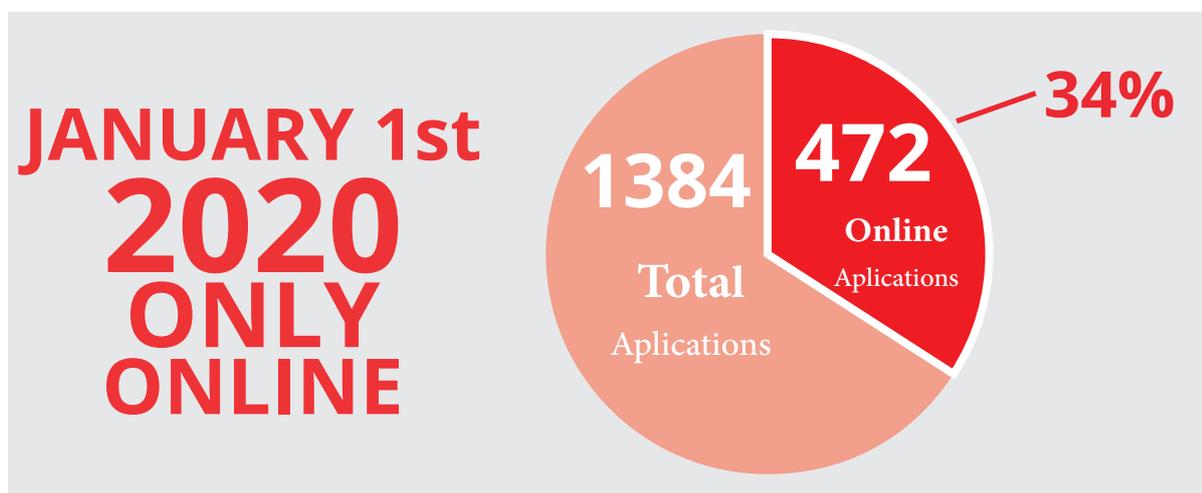
The number of registered users on the portal has also increased significantly. Currently, the number of registered users is 1,022,939 (out of which 983,159 citizens and 39,780 businesses) or 20 times higher than in 2013. Only during this period, 302,068 new users have been registered in the government portal e-Albania. The graph above shows the data on users registered each year on the portal.

Below, is presented the use of electronic services in level 3 and 4 (according to UN-PAN2014) most used in the unique government portal e-Albania by citizens:



Graph 20 - Number of applications for services from citizens

From **1 January 2020**, a new process for public services will begin, **providing 472 applications for public services to citizens and businesses only online**. Citizens and businesses will apply only through the e-Albania platform and it will be public administration employees who will collect all state services' documents. All state data and documents are now being used and reused, freeing citizens from the burden of physically collecting them on paper at state front offices.



Meanwhile, throughout 2020, 2 more phases of the transition of other online service applications are planned, respectively in June and December. By the end of 2020, over 90% of e-service applications are expected to be made online only via the e-albania portal.

In order that this radical change in the way of providing public services to the citizens, comes gradually and without difficulties for the citizens, the employees of the public ad-

ministration have been trained in the last months of 2019 to help citizens who will still come to the state front offices to register or identify on the e-albania platform as well as submit their online application through the platform for the requested service.

2000 public servants of front offices have been trained during the last months of 2019, on how to:

- **Help** citizens who show up at the front desk to apply online through e-Albania;
- **Provide** the accompanying state documents by obtaining them through the Electronic Signature Document Circulation System.

In order to reduce as much as possible, the bureaucracies related to public services, during 2019 a deregulation process was carried out in order to:

- **Reduce the number of accompanying documents** required from citizens/businesses;
- **Re-engineer the whole process of their delivery**, in order to reduce the necessary steps for receiving the service, digitalization of internal processes by reducing bureaucracies, costs and time for citizens.

In order for the process to be as transparent as possible, after applying online, the citizen will be provided with a unique number that enables him to track the status of his application. He will also have the opportunity to upload additional documents through his unique application number if necessary or later requested by the institution.

All electronic services have been redesigned and recreated, not only to adapt visually with the new format of the portal, but also to improve functionally by increasing performance.



Value 2019

28

INDICATOR 9A

IMPROVED IT SYSTEMS FOR SERVICE DELIVERY

Following the CoMD no. 673, dated 22.11.2017 "On the reorganization of the National Agency of Information Society", during the sectoral ICT analysis conducted during 2018, the needs of institutions to improve existing IT systems or create new systems were collected. During 2019, work continued for the technical implementation and 28 new or improved IT systems were in place for the public administration institutions and ministries, making the value of **indicator 9a** significantly higher than in 2018 where the value 0 was recorded because the contracts for these systems were still in process.



Value 2017



INDICATOR 9B

THE EXTENT TO WHICH THE POLITICAL AND ADMINISTRATIVE PREREQUISITES FOR THE DELIVERY OF ELECTRONIC SERVICES ARE APPLICABLE (SIGMA INDICATOR)

The latest assessment conducted by SIGMA for **Indicator 9b** shows an increasing trend, while as regards 2019 such an assessment has not been made.

Objective 10 “Increasing the efficiency and responsibility of public servants”

This objective foresees the implementation of 3 sub-activities, out of which 2 have already started the implementation during 2019 and 1 sub-activity is planned to start the implementation during 2020 and onwards.

In order to create the conditions and procedures for the implementation with transparency and objectivity of career promotion in the civil service, the training needs have been periodically identified through the organization of the process of Training Needs Assessment (TNA), a process for which the methodology of needs` assessment has already been drafted and approved. The assessment of specific needs is performed on an annual basis, where at the end of each year the institutions are required to submit the needs for the calendar of the following year³. The drafted calendar is then consulted with the Department of Public Administration, as the institution responsible for approving training policies in the public administration. During 2019 the process of assessing the specific needs of the local government began, and it is expected to be finalized during 2020⁴.

Towards the achievement of the objective of providing a greater number of trainings in the field of European integration during 2019, the modules in the field of European integration have been revised by designing 4 new modules. ASPA has provided trainings on European integration, during which **1534** public administration employees, **505** central level employees, **851** local level employees, **178** independent institutions employees.

Meanwhile, ASPA already has a fully updated database for trainers, with evaluation data and reports.

In 2019, with the support of the IPA 2014 project «Implementation of Civil Service Reform across the Public Administration», trainings of trainers were conducted, and in the framework of the development of trainers` capacities also other training were conducted with their participation such as: problem solving, assessment of needs, technology in classes etc. Furthermore, with the support of the IPA 2014 project, ASPA is working on drafting a methodology for preparing the e-learning curricula, while the school offers e-learning service for foreign languages.

The application of new instruments to improve the organizational culture in state institutions has continued during 2019. ASPA in the framework of the implementation of obligations deriving from the program the “Administration we want”, has made possible the implementation of a series of training activities for 2019.

³ At the end of 2019, a letter was sent to the institutions for the specific needs of the 2020 calendar.

⁴ The process of assessing specific needs for local government was not finalized during 2019 due to the situation caused by the earthquake that hit the country in November 2019.



Training on soft skills

Specifically during 2018 and 2019, a number of **106** trainings were conducted where **2361** employees of the first line of customer service were trained from all districts of the country on the topic: «Customer care and communication».



Training on policy making

A total of 98 employees were trained during 2019. So far, 37 general directors, 6 directors of directorates, 46 heads of sector and 9 specialists have been trained. Also, 37 general directors of the line ministries and the Prime Minister's have been trained on the module of drafting and managing public policies.



Basic online folder

Pursuant to the obligation to publish online the training materials, online classes have been opened in the framework of piloting the Top Management Corp training program, and actually participants have accessed online according to the calendar, the materials for the planned modules during this period, among which the module on: Strategic Management, Policy Making and Public Policy Management, Public Sector Economics/ Macroeconomics, Microeconomics and Policy Efficiency, Leadership, Project Cycle Management, Budget Planning, Monitoring and Indicating performance.



Training on structures

The program provides mandatory training of 178 employees and includes the development of training for the establishment of the structure for General Secretaries, training for the functions for General Directors and training for the products for the Directors of Directorates. For the implementation of this training, which will be attended by 178 employees, directors of directorates and heads of sectors, it was agreed that such obligation will begin the implementation after the process that DoPA has started to review the job descriptions and work procedures in accordance with the model of the new structure of line ministries.



Trainings on management skills

“The Administration We Want” foresees trainings on leadership for General Secretaries; on strategic management for general directors and on program and project management for directors of directorates.

As regards leadership, 130 managers have been trained, out of which 11 General Secretaries have been trained (from 12 in total). Also, 119 general directors and directors of directorates have been trained on the topic of leadership, of which 22 at the local level and 92 at the central level.

123 employees have been trained on the topic of strategic management. In the three trainings provided by ASPA for this target group 21 employees participated: 14 head of sectors and 7 middle management directors. Also, during 2019, 33 general directors, members of TMC, were trained for strategic management, as well as 24 specialists at the central level and 45 specialists at the local level were trained for the strategic planning module, as part of the strategic management module.

224 employees have been trained on project and program management during 2019. In the 6 trainings provided by ASPA participated 14 directors of directorates, 46 head of sectors and 18 specialists. Also during this year 146 employees more than planned were trained; 86 heads of sectors from the central government as well as 43 specialists from the local government for the project design and management module, as well as 17 general directors, members of TMC.

152 employees have been trained on management skills. In the trainings offered in management skills, in addition to providing training for target groups defined in the program «Administration that we want», ASPA has provided these trainings to other administration employees as well.



Value 2017

3

**INDICATOR 10A
THE EXTENT TO WHICH THE LEGAL FRAMEWORK FOR THE GOOD
ADMINISTRATION IS APPROVED AND IMPLEMENTED IN PRACTICE
(SIGMA INDICATOR)**

The latest value of **indicator 10a** is the one from the OECD/SIGMA assessment in 2017, where the scale to which the legal framework for good governance is approved and implemented in practice was 3, marking an increase compared with the 2015 assessment where the level was 2. This assessment is mainly related to the approval of the new code of administrative procedures and the adoption of a whole standard procedures service delivery. As regards 2019, SIGMA has not assessed this indicator.

Objective 11 “Enhancement of control over the activities of public administration, guaranteeing the rights of citizens and access to information”

This objective foresees the implementation of 9 sub-activities, out of which all have started the implementation and 3 sub-activities have been fully implemented.

During 2019, the Office of the Commissioner for the Right to Information and Protection of Personal Data has continued the work regarding the implementation and monitoring of law no. 119/2014 “On the right to information”. The oversight of the implementation of law no. 119/2014 “On the right to information” is carried out through the monitoring of various elements of the law such as the number of public authorities that have drafted the transparency programs, the number of coordinators appointed by the public authorities, the updating of the register of requests and responses, the number of complaints reviewed, the investigations carried out, the hearings held and the decisions given.

During 2019, the Office of the Commissioner has monitored online all public authorities regarding the publication of the transparency program, the coordinator`s contacts and the register of requests and responses.

From the monitoring of public authorities, it has resulted that **246** public authorities have approved and published the transparency program; **236** public authorities have appointed a coordinator for the right to information and **189** Public Authorities have published the register of requests and responses.

Positive developments during this reporting have been noted particularly in terms of improving the content of the transparency programs of independent and central institutions.

The Commissioner`s Office selected to conduct a detailed monitoring of transparency programs for 30 independent authorities and ministries, at the end of which, proceeded with the issuance of 30 recommendations. The issues addressed through the recommendations were mainly related to the review/update of the transparency program and the reflection on the latter of all categories of information required to be made public in accordance with Article 7 of the law, and 11 of these authorities have informed the Office of the Commissioner for the fulfilment of the obligations left according to the relevant recommendations.

Positive developments during this reporting period have been made regarding the implementation of the transparency program model by local self-government units.

Based on Order no. 211 dated 20.09.2018, "On the approval of the transparency program model for local self-government units" of the Commissioner for the Right to Information and Personal Data Protection, local self-government units should have started implementing the institutional transparency program during 2019. From the monitoring conducted in December on the official websites of the local self-government units as well as from the official communications with the Office of the Commissioner, it results that 57 Municipalities have published the new model transparency program.

During 2019, the coordinators of the right to information of the ministries have addressed a total of 728 requests for public information and only 9 of them have been rejected.

During this year, at the Office of the Commissioner, 786 complaints with the subject "Refusal to provide information and copies of official documents" were filed against the Public Authorities, while in 2018, were administered 820 complaints. Currently, there are 553 complaints now resolved by the Public Authorities, which, after the intervention of the Office of the Commissioner, have proceeded with the provision of information, whereas in 2018 there were 622 complaints.

The Commissioner`s Office has conducted 85 administrative investigations in the field of the right to information with the aim of verifying the submitted complaints. In order to have a more objective decision-making, 28 hearings were conducted, while for 2018 the number of conducted hearings was 29. At the end of the administrative procedures, the Commissioner`s Office has taken 18 decisions, out of which 11 ordering decisions for giving information, 5 decisions on fines and 2 decisions on dismissal. It results that 211 complaints were out of date, incomplete, outside the scope of the law or rejected based on restrictions on the right to information. Comparing to 2018, during which the number of these decisions was 37, out of which 30 ordering decisions, 3 dismissals and 4 decisions with fines. During 2018, it resulted that 142 complaints were out of date, incomplete or outside the scope of the law on the right to information.



Value 2019

786

INDICATOR 11A

THE NUMBER OF COMPLAINTS FILED EACH YEAR WITH THE COMMISSIONER RESPONSIBLE FOR FREEDOM OF INFORMATION

For 2019, **indicator 11a** which represents the number of complaints, has had a decreasing trend. As foreseen in the passport of the indicators, from 684 complaints reviewed in 2016, 560 complaints were reviewed in 2017, 820 complaints were reviewed in 2018 and in 2019 the number of complaints addressed was 786.

Regarding the part of the indicator related to the number of sanctions applied by the Commissioner in relation to the number of inspections carried out in public authorities, as provided in the passport of indicators, this ratio for 2019 is 0.05%, showing an increase compared to 2018.

One of the main challenges of the Commissioner`s Office is to increase the accountability of public authorities by increasing control over the activity of public administration in guaranteeing the rights of citizens and access to information.

Regarding the activity of the Ombudsman, during 2019, a total of 213 recommendations to the bodies of Public Administration, including the central and local ones, were addressed. From the total number of recommendations, it results that:

- **134** recommendations have been accepted;
- **21** recommendations have been rejected;
- **8** recommendations are unanswered;
- **50** recommendations are in process.

As the above data shows, the number of registered recommendations for 2019 is 213 but 50 of them are in process, which means that for these recommendations the procedural deadlines have not yet passed, in order to consider whether they have been accepted or rejected, implemented or not, with or without response, as they were sent in late 2019 or early 2020 for inspections conducted in 2019. In these conditions, in order to enable the reporting of realistic data and the generation of the real indicator, the calculation of the indicator will be carried out based on factual recommendations (**163 recommendations**) which have been effectively sent to the respective entities and the procedural deadlines are over, so we can conclude regarding their acceptance or implementation by the institutions.



In conclusion, based on the analysis of the above statistics, for 2019 it is evident that there is an increase in the number of recommendations fully accepted by the institutions of Public Administration and there is an increase in the percentage of recommendations implemented. Meanwhile, regarding the unanswered recommendations, for 2019 there

are 8 unanswered recommendations. Therefore, referring to the relation between unanswered recommendations and recommendations addressed in total by the Ombudsman, it results that 5% of the addressed recommendations do not have an answer. The above value marks an increase for 2019, in comparison to 2018.

From the total number of addressed recommendations (213), it results that 134 of them have been accepted, 33 of the accepted recommendations have been fully implemented and 86 of the recommendations have been partially implemented. Thus, the **indicator 11b**, referring to the ratio of accepted recommendations with fully implemented recommendations, is at the level of 25% while those implemented partially at the level of 66%.

The main challenges in implementing the strategy

The accurate identification of the challenges or issues encountered in the implementation of the strategy, play an important role in the implementation of the activities and objectives of the strategy, as this way we can address them in a proper and timely manner, thus ensuring significant progress and tangible results in the framework of the Public Administration Reform. The main challenges identified which also constitute the focus of the activity of the institutions involved in the implementation of the strategy for 2020, are:

- — *Improving the quality of strategic documents by materializing the government's priorities and their efficient and systematic monitoring as an important instrument in achieving objectives and identifying various issues during the implementation of activities in the public administration institutions;*
- — *Increase the visibility and participation in public consultation to ensure a better and more open communication with the citizens and civil society in approving strategic documents and legal acts by ensuring public participation in decision-making;*
- — *Consolidation and full functioning of the Integrated Planning System Information System - IPSIS and successful implementation of interfaces with AFMIS and EAMIS;*
- — *Continuing the process of restructuring of subordinated institutions, in a transparent and evidence based method, following the SIGMA methodology;*
- — *Unification and standardization of human resource management procedures at the central and local level;*
- — *Designing the processes' workflow in line ministries and preparing the manual of procedures;*
- — *Population and updating of the Human Resource Management Information System (HRMIS) with data from the public administration institutions, with special attention to local government units;*
- — *Generation of payroll through the HRMIS and its connection to the treasury system to ensure the automation of salaries, one of the most important challenges for 2020;*
- — *Finalizing the salary reform and calculating budgetary implications in order to consolidate and implement this reform;*
- — *Full functionality and extensive use of the integrated platform administrata.al to ensure the well management of human resources in central and local level;*
- — *Strengthening ASPA and the capacity building of public administration employees;*

- *Further development of ICT infrastructure by providing modernization and improvement of the services provided to citizens;*
- *Continuous improvement of the monitoring and reporting on the progress of the implementation of activities foreseen in the action plan;*
- *Increasing the accountability of public authorities by increasing the control over the activity of public administration in guaranteeing the rights of citizens and access to information.*
- *Expansion of the online system for delivering the administrative services of municipalities (linkage of the front office systems with the back office by connecting in a single system the administrative units with the central units) in the remaining ones.*

As one of the five priorities of Albania to be fulfilled in order to open negotiations, but also as one of the issues in the attention of the Albanian government, Public Administration Reform requires serious commitment, perseverance to face the challenges it poses, continuous support but above all it requires inter-institutional involvement and contribution.

A professional public administration, based on meritocracy and capable of providing quality services to the public, is a prerequisite for transparent and democratic governance. For this reason, the focus is and will continue to be strengthening a professional public administration, with civil servants and employees working on common values and fulfilling their functions with integrity. Public Administration reform is certainly not an easy one, and yet among the five priorities of Albania to be fulfilled in order to open negotiations, is the one that has had continuous positive developments.

ANNEX 1 - LIST OF ACRONYMS

ADISA	<i>AGENCY FOR THE DELIVERY OF INTEGRATED SERVICES ALBANIA</i>
AFMIS	<i>ALBANIAN FINANCIAL MANAGEMENT INFORMATION SYS-</i>
CCPARS	<i>CROSS-CUTTING PUBLIC ADMINISTRATION REFORM STRATEGY</i>
CS	<i>Civil Servant</i>
DoPA	<i>Department of Public Administration</i>
EAMIS	<i>External Assistance Management Information System</i>
EC	<i>European Commission</i>
ENPCR	<i>Electronic Notification and Public Consultation Register</i>
EU	<i>European Union</i>
HRMIS	<i>Human Resource Management Information System</i>
ICT	<i>Information and Communication Technology</i>
IDPC	<i>Information and Data Protection Commissioner</i>
IPS	<i>Integrated Planning System</i>
IPSIS	<i>Integrated Planning System Information System</i>
KPI	<i>Key Performance Indicators</i>
LM	<i>Line Ministries</i>
MTBP	<i>Medium Term Budget Program</i>
NPEI	<i>National Plan for European Integration</i>
NPO	<i>NON-PROFIT ORGANIZATION</i>
NSDI	<i>National Strategy for Development and Integration</i>
OECD	<i>Organization for Economic Co-operation and Develop-</i>
OSS	<i>One Single System</i>
PFM	<i>Public Financial Management</i>
PSC	<i>Permanent Selection Committee</i>
RIA	<i>Regulatory Impact Assessment</i>
SDG	<i>Sustainable Development Goals</i>
SIGMA	<i>Support for Improvement in Governance and Manage- ment</i>



This report was prepared by the Department of Public Administration.

Bld. "Dëshmorët e Kombit" - Sq. "Nënë Tereza" Tirana, Albania

00355 4 225 0488

info@dap.gov.al

www.dap.gov.al