



REPUBLIKA E SHQIPËRIË
KRYEMINISTRIA

departamenti
dap
Administratës Publike



ANNUAL MONITORING REPORT 2020

CROSS-CUTTING PUBLIC ADMINISTRATION REFORM
STRATEGY



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LIST OF ACRONYMS

ADISA	<i>AGENCY FOR THE DELIVERY OF INTEGRATED SERVICES ALBANIA</i>
AFMIS	<i>ALBANIAN FINANCIAL MANAGMENT INFORMATION SYSTEM</i>
CCPARS	<i>CROSS-CUTTING PUBLIC ADMINISTRATION REFORM</i>
COCS	<i>COMMISSIONER FOR THE OVERSIGHT OF THE CIVIL SERVICE</i>
CS	<i>CIVIL SERVANT</i>
DDGG	<i>DEPARTAMENT FOR DEVELOPMENT AND GOOD GOVERNANCE</i>
DoPA	<i>DEPARTMENT OF PUBLIC ADMINISTRATION</i>
EAMIS	<i>EXTERNAL ASSISTANCE MANAGEMENT INFORMATION SYSTEM</i>
ENPCR	<i>ELECTRONIC NOTIFICATION AND PUBLIC CONSULTATION REGISTER</i>
EC	<i>EUROPEAN COMMISSION</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 PROGRAMME</i>
NAIS	<i>NATIONAL AGENCY FOR INFORMATION SOCIETY</i>
NGO	<i>NON GOVERNMENTAL ORGANIZATIONS</i>
NPEI	<i>NATIONAL PLAN FOR EUROPEAN INTEGRATION</i>
NSDI	<i>NATIONAL STRATEGY FOR DEVELOPMENT AND INTEGRATION</i>
OECD	<i>ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT</i>
OSS	<i>ONE SINGLE SYSTEM</i>
PFM	<i>PUBLIC FINANCIAL MANAGEMENT</i>
RIA	<i>REGULATORY IMPACT ASSESSMENT</i>
SDG	<i>SUSTAINABLE DEVELOPMENT GOALS</i>
SIGMA/OECD	<i>SUPPORT FOR IMPROVEMENT IN GOVERNANCE AND MANAGMENT</i>



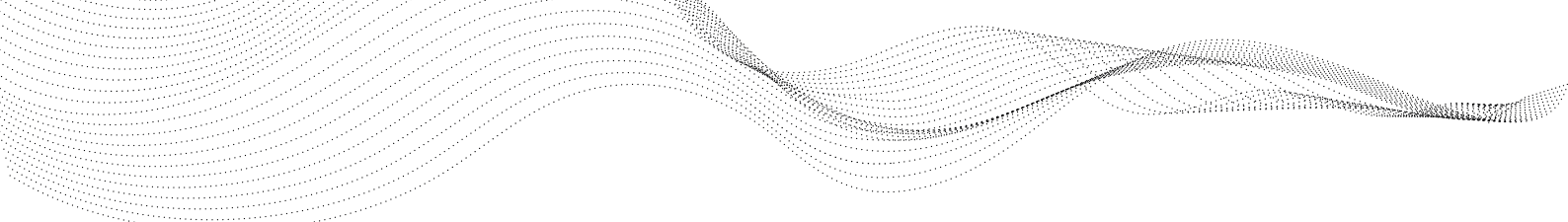
PREAMBLE

Ms. Albana Koçiu
Director of Department of
Public Administration

The year we left behind has been an unprecedented one, with evident challenges and difficulties for the whole world, Albania included. All countries, even the most developed ones, found themselves unprepared to manage the global pandemic and the negative consequences deriving from it. For Albania, such a situation came after another enormous adversity, like the earthquake that shook the country in November 2019. Nevertheless, after almost a year of total or partial lockdown, restrictions, tough rules and changes in the way we live and work, Albania showed that it is able to undertake all the necessary steps and measures to overcome any challenge and smile again.

The main challenge and priority for last year was certainly guaranteeing and delivering health care services to the citizens. However, on the other hand, what was also challenging was the new reality that the administration was facing, a completely new way of working, with which it had to adapt quickly in order to ensure the continuation of work and of service delivery. Finding ourselves in constant restrictions, we tested our human and institutional capacities and we measured our capability to adapt to the unavoidable change, the smart-working, while making sure that the efficiency and the performance of our public servants were at the right level. The transformation process was quite challenging, however all the measures and initiatives undertaken during the last years in the framework of the Public Administration Reform, with the focus on digitalisation, made the change easier for the Albanian public administration.

I would like to highlight two very important moments during 2020, moments which confirmed the added value of the digitisation process to the work of the public administration, transforming it significantly.



Digital Albania, a key point in the government's agenda, is now a tangible reality with the e-Albania portal, as the sole point of access of public institutions' services serving citizens and businesses 24/7. Such level of digitalisation of the services offered by the public institutions has ensured lower costs, prevention of corruption cases and an increase the citizens trust in public services. E-Albania was one of the main means in the management of the 2020 crisis, proving once again that technological developments not only make the citizens' lives easier, but actually save them.

During 2020, we achieved another important milestone, such as the one of conducting the first totally online recruitment procedure in the civil service, an achievement made possible thanks to the investments and initiatives undertaken in the past years towards the informatisation of key process in the public administration, and by doing so also increasing efficiency and transparency. It was the integrated communication platform administrata.al that made possible for the first time the e-testing in April 2020, thus enabling the conduction of recruitment procedures entirely online. This platform reconfirmed its added value to the modernisation and improvement of the human resources management in the public administration, through the unification and standardisation of the procedures at central and local level.

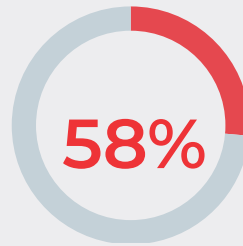
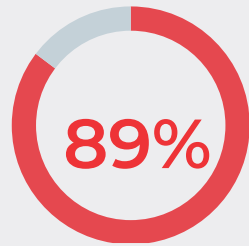
The public administration, as the basis on which every reform undertaken by the government gets implemented, remains a key point not only for the economic and social development of the country but for Albania's path towards the European family as well. Our public servants are a fundamental factor in delivering services and in managing the assets and public funds, hence the commitment to having qualified, impartial employees who show integrity, and are part of efficient and performing structures continues to be maximal. The technological modernisation, the constant changes and especially the current crisis, underline even more the obvious need for a flexible administration, capable of managing and addressing the challenges it faces and at the same time persistent in the reforming endeavours towards Albania's progress.

It is my strong conviction that the steps we have jointly made in these recent years in the reformation of the public administration have shown and will continue showing concrete results and the transformation of our public administration into an innovative, dedicated one that truly represents Albania's best values.

April 2021

EXECUTIVE SUMMARY

116 SUB
ACTIVITIES
out of a total of 130
sub-activities under
implementation



68 SUB
ACTIVITIES
are fully implemented/ completed
out of the 116 sub-activities for
which implementation has started

IPSIS & PUBLIC CONSULTATION



IPSIS LEGAL BASIS

Public consultation
methodological
guide



RECRUITMENT

APRIL 2020

*The first recruitment
procedure FULLY ONLINE*

TRAININGS



4630
public
servants

ADISA



+6 *new
centers*

558,521
applications

E-ALBANIA



1021

electronic
services

144M

transactions

1,781,674

registered
users

TRANSPARENCY

Electronic Register of
Requests & Responses

59 *authorities*

PROGRESS IN IMPLEMENTATION PER PILLAR



87%

Polymaking and
Quality of Legislation



94%

Organization and
Functioning of Public
Administration



89%

Civil Service: Human
Recourses Management

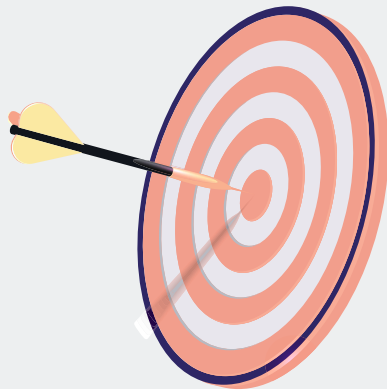


90%

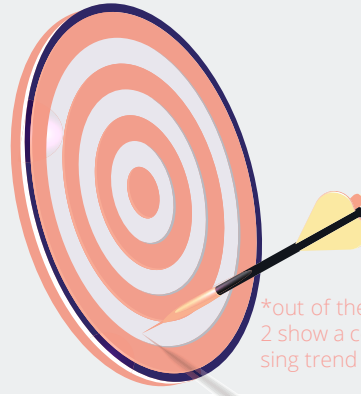
Administrative Procedures
and Oversight

THE CCPARS INDICATORS

12
TARGET
ACHIEVED

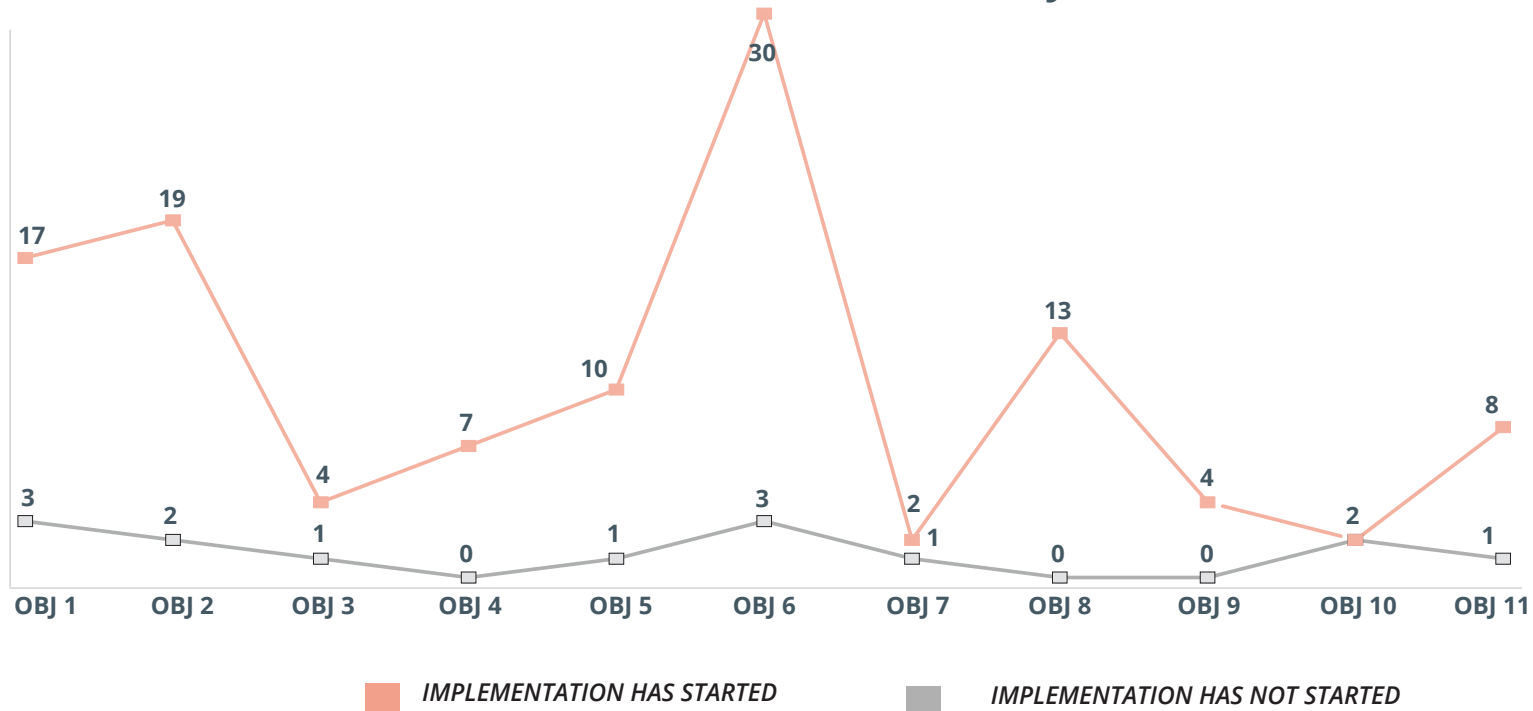


9*
Below the
target



*out of these: 5 show an increasing trend;
2 show a constant trend; 2 show a decreasing trend

IMPLEMENTATION STATUS OF SUB-ACTIVITIES ACCORDING TO OBJECTIVES



EXPECTATIONS ON THE IMPLEMENTATION OF THE ACTION PLAN FOR 2021



STRATEGY'S PROGRESS



Reforms implemented successfully in the actual year

The Public Administration Reform is an important and priority process for the country, as the key instrument through which the Albanian government guarantees the offering of services to the citizens with efficiency and quality. The country's development and the implementation of every reform undertaken, can be achieved only by having as a foundation a public administration built on the principles of good governance, which includes amongst its ranks qualified and impartial employees, who serve the citizens with integrity and devotion.

All these principles dictated by the government's vision to improve, transform and further digitalize the public services are foreseen within the strategic context, based on which the Public Administration Reform is implemented.

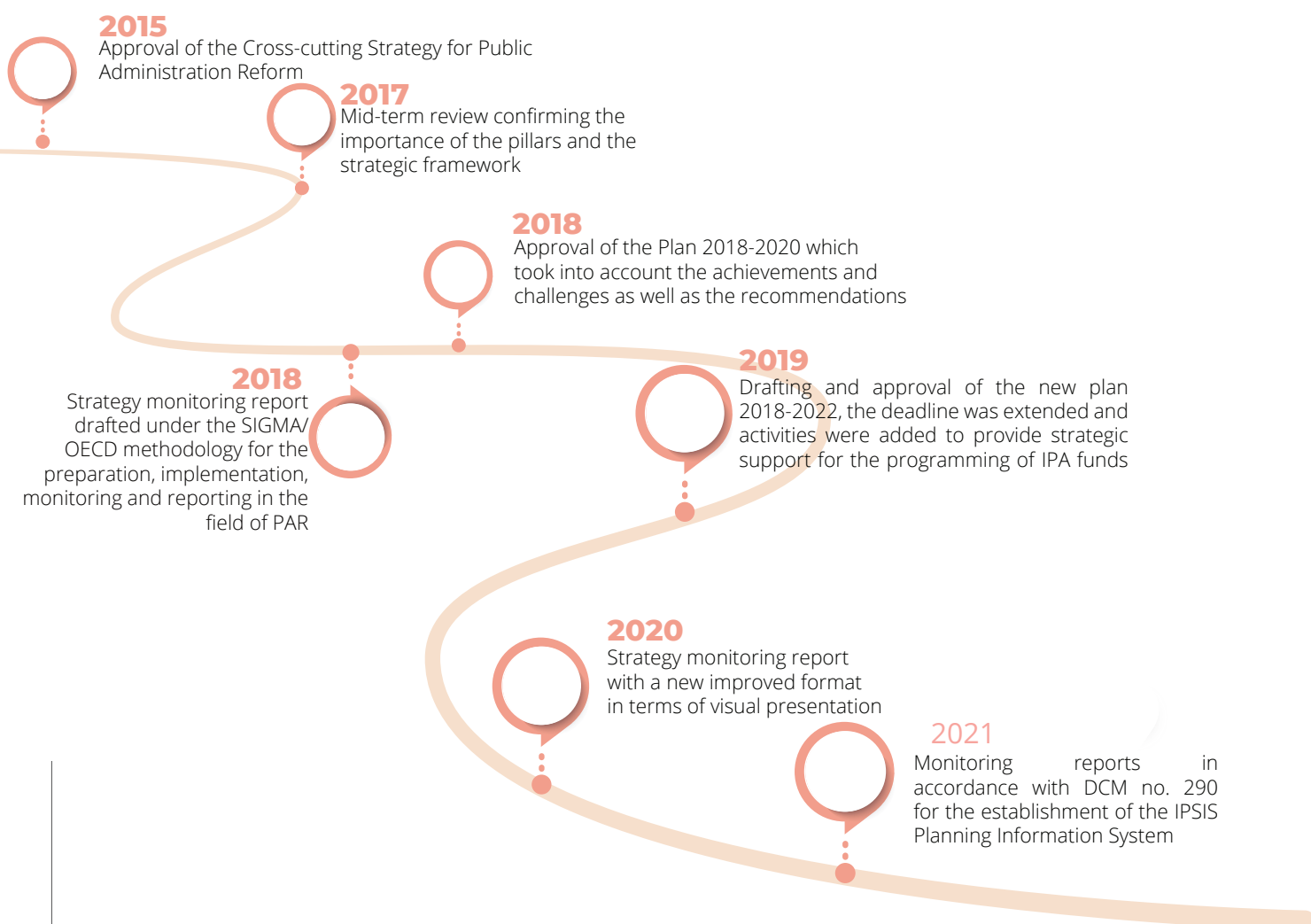
The Cross-Cutting Public Administration Reform Strategy (CCPARS) is the basis on which the Public Administration Reform is implemented and monitored. The CCPARS is based on the vision and strategic objectives set out in the National Strategy for Development and Integration 2015-2020 as the main strategic document that combines the European Union integration agenda with the sustainable economic and social development of the country, including the linkage with the Sustainable Development Goals.

Since the first stages of drafting the CCPARS, the target was the linkage between the policies set out in the NSDI and the long-term objectives, which mainly aim at improving the effectiveness and efficiency of the public administration; fighting corruption; creating a professional, impartial and merit-based system and also improving public services and administrative and oversight procedures.

Reforming the Public Administration is one of the elements under the pillar “Fundamentals: Good Governance, Democracy and Rule of Law” of the NSDI 2015-2020, with the vision of developing a public administration in line with the European Administration’s standards to provide high quality services to citizens and businesses, in a transparent, efficient and effective way, through the use of modern technologies and innovative services, in line with the European integration, through impartial and professional civil servants part of efficient structures, which is also the vision of CCPARS.

The Cross-Cutting Public Administration Reform Strategy, approved on April 15th, 2015 by the Albanian Government, serves as a strategic document orienting the administration reform based on four main pillars, 11 clear strategic objectives and an action plan which foresees the implementation of 130 concrete sub-activities.

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



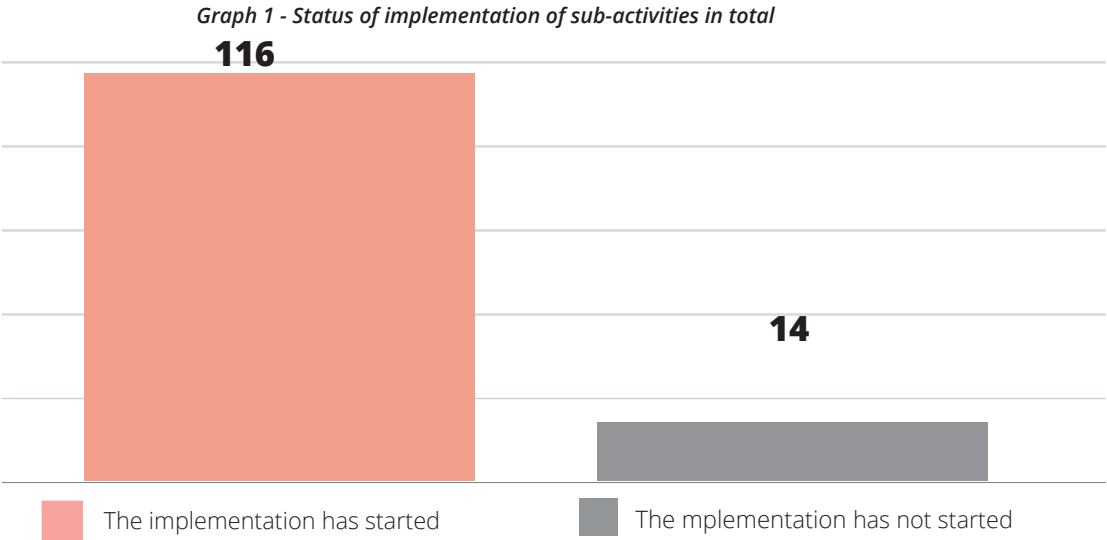
The Department of Public Administration, as the responsible institution for monitoring and reporting on the implementation of CCPARS, conducts this process every year, aiming at its continuous improvement. Thus, with the support of the SIGMA/OECD, the 2020 CCPARS monitoring report, had an improved and simpler format which was more user friendly to the public. This format presented more clearly the main achievements of the Albanian public institutions in the framework of the public administration reform, and what is more important, a clearer presentation of the benefits that the administration and the citizens have from the implementation of the activities foreseen in the Strategy`s Action Plan.

The implementation and monitoring of the Strategy is discussed in the meetings of the Thematic Group "Civil Service and CCPARS", a group led by DoPA. In the Thematic Group`s meetings, important topics are discussed such as the reporting of the PAR progress and in these meetings international partners and civil society participate as well. The organization of these meetings with the wide participation of relevant actors in the Public Administration Reform, is done in order to ensure transparency, inclusiveness and reflection of their contributions in the strategic documents of the country.

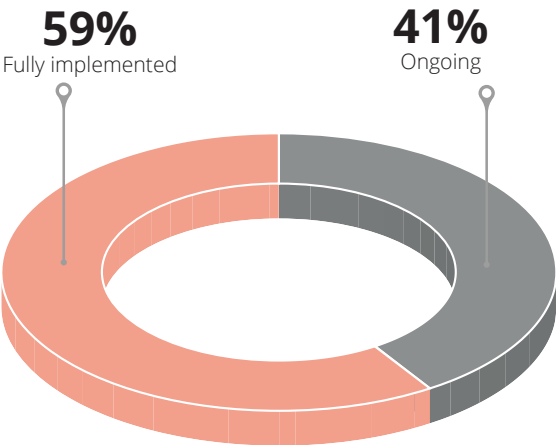
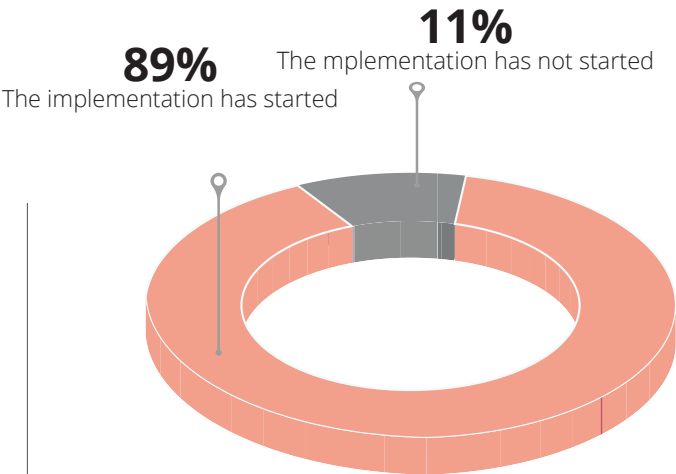
The annual process of preparing the strategy`s monitoring report starts at the end of December, as a preceding step to the important component of analyzing and evaluating the information and contributions submitted by the institutions as part of the CCPARS. The evaluation of the level and status of implementation of CCPARS activities is progressively based on the information provided by each responsible structure, taking into account the SIGMA Methodology on drafting the monitoring reports and the Decision of the Council of Ministers no. 290, dated 11.4.2020, "On the establishment of the state database of the Integrated Planning Information System (SIPI/IPSIS)". DoPA conducts intensive communications with the representatives of the structures involved in CCPARS, in order to present fairly and clearly the achievements and issues encountered during the reporting period. Thus, during the first quarter of 2021, technical meetings were held with each of the institutions involved in the strategy, in order to identify success stories which have brought visible results in the work of the administration and in the lives of citizens and also to identify the challenges and issues that have negatively affected the progress or implementation of the foreseen activities. The realization of the process of identifying real and specific challenges and difficulties has not been a very easy undertaking during these years, due to the work culture which tends to highlight the achievements. However, every year, with the awareness that, in fact, the identification of difficulties not only increases transparency and clarity but also helps the institutions themselves and high political leadership in taking measures to overcome these difficulties, the presentation of risks/challenges/issues has increased in accuracy.

Following an intensive process that lasts almost three months, DoPA drafts the monitoring report for the year and the Director of DoPA presents this report to representatives of institutions, development partners and civil society organizations. All comments or suggestions of the parties are discussed and reflected in the report, the final version of which, together with the full package of documents, is sent to the Department of Development and Good Governance as the Technical Secretariat of the Integrated Policy Management Group "Good Governance and Public Administration". The final presentation by the director of DoPA is made in the next meeting of this IPMG, which is chaired by the Deputy Prime Minister, as the political leader of the Public Administration Reform. In the framework of transparency and communication with the public, DoPA publishes on its official [website](#) every monitoring report in Albanian and English language.

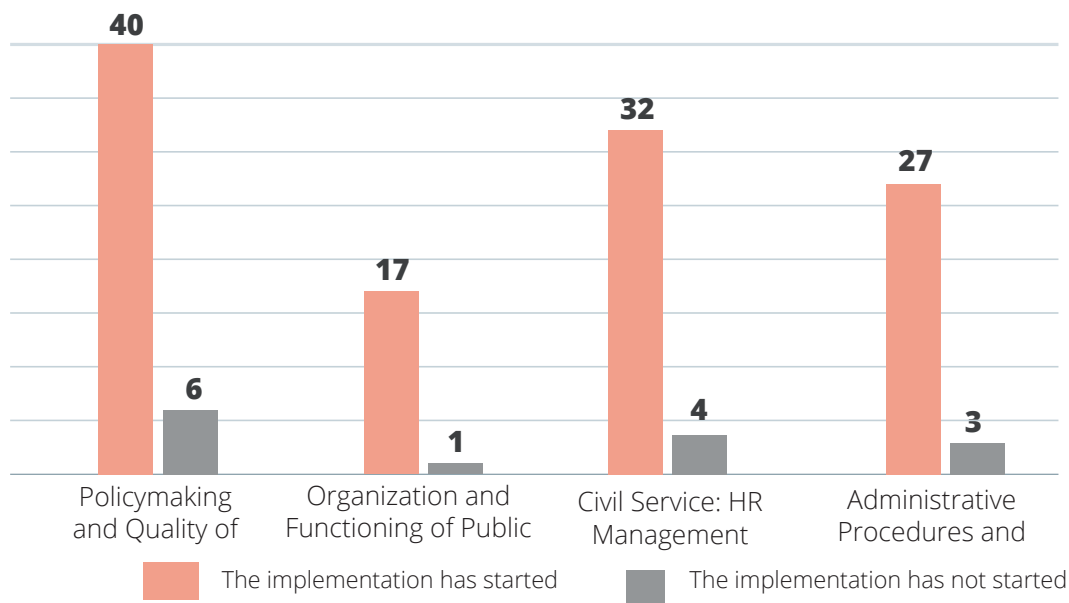
2020 was an unusual year for the whole world, and certainly for Albania as well. However, thanks to the steps taken in recent years with the introduction of innovative mechanisms, digitalization of systems and processes and thanks to the ability of change management, the public institutions have managed to mitigate to some extent the risk and impact of the pandemic on the implementation of the activities foreseen in the CCPARS Action Plan. Thus, by the end of 2020, despite the obvious restrictions caused by the global and domestic situation, the data shows that 89% of all activities foreseen in the Action Plan 2018-2022 have started their implementation.



The Action Plan 2018-2022 foresees the implementation of 35 activities and 130 sub-activities in total. By the end of 2020, out of 130 sub-activities in total, for 116 (or 89%) of them implementation had started. Compared to 2019, at the end of which this number was 111, it is evident that the pandemic situation has indeed affected the implementation of the activities foreseen in the Action Plan, especially the initiation of new ones, as only 5 new sub-activities have initiated their implementation in 2020. However, out of the 166 sub-activities for which implementation has started, 68 (or 59%) are finalized, marking an increase of 28 finalized sub-activities compared to 2019, at the end of which this number was 40. Such increase in the number of completed sub-activities, despite the situation, is an indicator of the sustainable work done during 2018 and 2019 towards the finalization of the products, and also the measures undertaken during 2020 in order to ensure the continuation of work during the restrictions. As regards the 14 sub-activities that have not started to be implemented yet, 12 of them should have started to be implemented already and two of them are foreseen to be initiated after the first semester of 2021.



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



As the graphs show, the number of sub-activities (products) for which implementation has started is as follows:

- Under Pillar I: Policy Making and Quality of Legislation (40 products out of 46 in total);
- Under Pillar II: Organization and Functioning of Public Administration (17 products out of 18 in total);
- Under Pillar III: Civil Service: Human Resources Management (32 products out of 36 in total);
- Under Pillar IV: Administrative Procedures and Oversight (27 products out of 30 in total).

However, besides all the numbers, percentages, products and activities, what should be noted in the framework of this reform, are the successful components, best practices, which have brought tangible results for the citizens. What are the changes that make a difference today compared to when the strategy was drafted in order to address the gaps and shortcomings identified in the reality of a few years ago:

Thus, today's reality is a reformed civil service, with a well-defined legal framework initiated by the implementation of Law No. 152/2013 "On the Civil Servant" and a recruitment system with a high level of digitalization throughout its steps. Policies developed in recent years to improve the recruitment procedures, especially in the field of human resource management, have decreased the number of complaints received by the courts, specifically the ones related to civil service recruitment. Another clear result and indicator of the improvement of the recruitment system in the civil service is the increase of the average number of participants in a recruitment procedure, thus showing an increase in the level of transparency in the recruitment procedures and an increase of citizens' trust in the public administration.

The delivery of public services has been another successful reform in the PAR framework. The number of services provided by public institutions according to the defined criteria and most importantly, the quality of services, has shown a constant increase. The development of a public administration that provides high quality services to citizens and businesses in a transparent, effective and efficient way is a tangible reality today, which continues to be materialized every day more, all as a result of the investment and concrete measures taken through the years. Some of the indicators that show progress towards the set goals are the increasing number of improved IT systems, the improved quality of service delivery and the increasing number of services being delivered online.

In a general overview, the level of full implementation of 59% of the sub-activities of the Action Plan 2018-2022 (out of the ones for which implementation has started) and the achievements, reflected in the outcome indicators, demonstrate the progress towards the strategic vision.

In summary, year 2020 marked some important achievements in the main areas of the Public Administration Reform, namely:

In the context of improving the policy-making system and the quality of legislation, the process of approximation of the national strategic framework with the 2030 Agenda has already started. Following the consolidation of the progress report of the National Strategy for Development and Integration and with the completion of NSDI II, the work for drafting the NSDI for 2020-2030 has been initiated while also considering the Sustainable Development Goals.

The standards of procedures for managing strategic planning information have been approved¹. The decision to establish the state database of the integrated information system further develops the policy planning and monitoring system, thus setting new and clearer standards in the policy-making process. This process has gone hand in hand with the drafting of relevant manuals and with the increase of the capacities of public servants in using [IPSIS](#), all measures taken to elevate the level of focus of government planning. Public initiatives and the decision-making process are already at a higher degree of coordination thanks to the active functioning of the integrated sectoral/cross-sectoral framework mechanism (IPMG) in accordance with the principles of the Integrated Planning System (IPS).

Public consultation is one of the processes that has received considerable attention in recent years, due to the fact that the involvement of civil society in policy-making processes but also in the drafting of legislation, is a key component of participatory democracy. Thus, the legal and institutional mechanisms that ensure public participation in public policies` consultation have been completed and methodologies and guidelines have been drafted to improve the consultation process, accompanied by sessions for capacity building of public officials for the methodology and process of public consultation. Any measure taken in this context is a further step in creating the necessary conditions for the active participation of citizens in public life by protecting and lobbying for their legitimate interests. Wide public participation in these processes directly contributes to increasing the accountability and transparency of public institutions as well as strengthening democracy.

The Regulatory Impact Assessment (RIA) process, which has been implemented for years in the country, has had positive results in increasing the quality and effectiveness of drafting the policy/legislation in Albania by directing intervention where necessary, through assessment analyzes of draft laws before their adoption. The process is already part of the policy-making process and has been extended to the legislative processes in Parliament as well. The focus has also been directed to the capacity building of public servants part of the RIA network. This whole process is expected to be further improved through the update of the Impact Assessment Methodology (RIA), in line with the needs and further developments

of the process. Regarding the implementation of the analytical plan through which systematic monitoring of the acts is aimed, a high percentage of the implementation of the analytical plan and a high reflection of the acts approved compared to those planned, has been noted.

The program “[Administration we want](#)” has continued its implementation in all its four components and dimensions. The main focus of the activities foreseen under this program has been to increase the awareness, capacities, motivation and interaction within the administration where significant attention has been paid to the orientation of employees during the pandemic through the preparation of special regulations on smart working. The program has enabled the increase of interaction by encouraging and sharing best practices within the already established and functional professional networks. In the framework of this programme, trainings on improving managerial skills have been delivered, accompanied with the access to the basic package of online training materials.

In terms of creating **efficient structures** by improving the organization and functioning of public administration institutions, the process of restructuring the subordinated institutions of 4 ministerial systems (health, education, tourism and agriculture) has already been completed. In order to provide a solid foundation for the proper functioning of public institutions, the restructuring process is proceeding simultaneously with the review of job descriptions and the design of workflow processes (horizontal and vertical ones) to ensure a thorough understanding and implementation of the structures and consequently a higher institutional performance.

Despite the situation in the country, public services have continued to make further progress with the opening of 6 integrated service delivery centers, bringing the total number of **Integrated Centers** to **20** and exceeding the target set in the strategy. In these centers, citizens and businesses are assisted in receiving the service they are interested in, in less time, with less cost and with more professionalism. During the period January - December 2020, in the [ADISA](#) Integrated Centers, citizens were assisted in applying through the e-Albania portal for more than 1000 public services of central institutions and local institutions. To assist the Ministry of Health and Social Welfare and health institutions in coping with the COVID-19 situation, ADISA put at the Health Care Unit`s disposal the mobile unit in the Tirana area.

The ambition to provide services in **one-stop shops** in the local government units has advanced thanks to the support of the STAR 2 project where 59 [local self-government](#) units already have a one-stop shop operating system installed.

An important achievement during 2020 was the conduction for the first time of recruitment procedures in the civil service, fully online, thus confirming once again Albania as a frontrunner in the Western Balkans. The conduction of **online recruitment** procedures was made possible thanks to an extension of the integrated communication platform “[administrata.al](#)”, a platform which for two years now has transformed the way of managing human resources in the civil service. It should be noted that the innovative initiatives undertaken over the years by the Albanian public administration towards the digitization of processes and procedures, especially those of recruitment in the civil service, served as a solid basis for the transformation to fully online recruitment.

During 2020, the intensive work on the revision of **job descriptions** in Line Ministries, has continued, aiming primarily at having clear, harmonized and improved descriptions, which enable the efficient execution of functional tasks by public servants. In parallel and in line with the review of job descriptions, there has been progress in **designing workflow processes** in line ministries detailing 20 horizontal/similar processes and 5 vertical ones that are specific for each ministry. The step-by-step design process and the manual of procedures that will

contain these processes will be a practical instrument available to civil servants to be better performers with higher productivity and efficiency.

In order to further regulate the performance of civil servants, the drafting of **the performance appraisal manual** has been finalised. This manual includes, among other things, also recommendations for legal amendments necessary to improve this system, amendments for which DoPA has already started to work on. Ensuring an objective and fair performance appraisal system is a necessary condition for motivating civil servants which leads to a higher commitment and dedication when serving the public.

Another important mechanism that aims at increasing the motivation and performance of civil servants and making the public administration more attractive to qualified professionals, is **the reform of the salary system** and the implementation of the salary reform in line with the principle "Equal pay for equal work". The draft proposal of the salary policy paper is being finalized and work has begun on calculating the budgetary impact that the reform of the salary structure will have, thus completing the proposal package for this fundamental reform.

During 2020, the connection between the **Human Resources Management Information System (HRMIS)** and the treasury system was established and all the tests for the normal functioning and operation of this interconnection were conducted by [DoPA](#), [NAIS](#) and [MFE](#), thus paving the way for the important payroll automation process. The approval of the Decision of the Council of Ministers for the functioning of HRMIS and "administrata.al", with clear tasks for public institutions, has been a positive development as regards the accountability of the institutions in implementing this legal basis and continuously and periodically updating the systems.

Digitalization has once again shown its added value in increasing the efficiency of public administration in the context of administrative procedures and oversight as well. **The Commissioner for the Oversight of the Civil Service** has conducted general and thematic inspections in state administration through information technology tools and online platforms. For instance, to mention one of the most sensitive elements of the implementation of the civil service legislation, such as the execution of court decisions, [COCS](#) in cooperation with DoPA have continued the process of monitoring the execution of final court decisions in line ministries and subordinated institutions through the platform "administrata.al".

Another achievement of the country at the regional level was the award for the development of the **e-learning** process received by ASPA at the "[Public Administration Awards](#)" ceremony organized by ReSPA and the OECD. During 2020, [ASPA](#) has continued work on building the capacities of the public administration by training 4630² employees at central, local level and from the independent institutions, in 564 training days. The use of alternative E-learning platforms, dictated by the pandemic situation, has made possible the development of seminars with a greater variety of topics and with more participants, especially from small and remote municipalities.

Another achievement that received an award at the Public Administration Awards ceremony organized by ReSPA and the OECD was Albania's digital transformation in providing services to citizens and businesses, especially during the pandemic period. **E-Governance** is a tangible reality in Albania today. The government portal **e-Albania** acts as a single access point of public service delivery, providing over 1021 electronic services. During 2020, the portal counted over 144 million transactions between interconnected systems, where 55 electronic systems are connected to the Government Interaction Platform, hence exchanging data in real time and enabling more electronic services to citizens. As of today, the number of registered users on

the platform is 1,781,674 (citizens and businesses).

Regarding the implementation of the institutional transparency program by public authorities, in the framework of the use of information systems, during 2020 the number of public authorities that have put in place the electronic register of requests and responses has doubled, hence facilitating the work of the [Office of the Commissioner for the Right to Information and Personal Data Protection](#) in monitoring the implementation of these programs. Meanwhile, during 2020, a total of 239 public authorities have implemented the [Transparency Programme Model](#), thus providing the public with information on the institution, financial data, procurement, services provided, etc.

Impact of sector development in the Western Balkans region or beyond

Public Administration Reform, as a priority of the government in recent years, has given the expected results as Albania is consistently considered a frontrunner in the region as regards some of the main components of the reform.

Thus, Albania has been considered a leader in the Western Balkans as regards Human Resource Management, both by comparative studies of ReSPA and also the SIGMA/OECD. It is through these international organizations that Albania has presented its experience to colleagues in the region, serving as an example and good practice. In addition to launching innovative initiatives dedicated to the improvement of the recruitment process in the civil service, Albania has welcomed delegations from Bosnia and Herzegovina, Kosovo, North Macedonia, and organized dedicated meetings with colleagues from Montenegro and Serbia to introduce the digitalization of the recruitment system and the conduction of the fully online recruitment procedures during the pandemic, thus extending the impact of the measures taken in the country as part of the reform, to a wider arena. The country's progress in managing the recruitment process fully online in response to the COVID-19 situation, was in the focus of SIGMA/OECD during 2020, which in cooperation with DoPA, prepared and published a [paper](#) on this issue. This document was presented by DoPA in a dedicated activity where the country's experience was shared with the region and beyond.

Also, during 2020 the OECD report "[Government at a Glance: Western Balkans 2020](#)" was published. This report aims at assessing national and regional policies. The report mentions the progress and steps taken in Albania towards the preparation of the National Strategy for Development and Integration 2021-2030, a very important strategy where the direction of policies towards Albania's integration into the European Union is based.

Public services are another component of the Public Administration Reform, in which the country's achievements, specifically in terms of e-government have had results not only in the country but also in important rankings in international reports. For instance, the United Nations Report on e-Government ranks Albania the 59th in the world, climbing 15 positions globally for the overall e-Government indicator compared to 2018 when the last report was published. Specifically, the indicator has improved from 0.6519 points in 2018, to 0.7399 in 2020. The US Department of State has also positively mentioned the initiatives, investments and government program for e-Government and the e-Albania platform, emphasizing that

the shifting towards online services through e-Albania significantly increases the service to citizens as it avoids physical contact with officials, hence reduce and fight corruption.

Impact of implementing the strategy in line with the European Integration agenda

"Albania is moderately prepared with the reform of its public administration. Some progress was made in enforcing the guidelines on RIAs across line ministries, in developing the legislative package related to policy planning, in increasing the number of e-services and improving transparency in data collection and human resources management between central and local level".

In the coming year, Albania should in particular

- continue building capacity in line ministries to effectively implement regulatory and budgetary impact assessments for not only legislative but all policy proposals;
- upgrade further the regulatory framework on policy planning and monitoring, and roll out the integrated policy-making system;
- advance preparations to adopt a salary policy for civil servants and connect the humanresource-management information system with the treasury to provide an automated payroll.

**European Commission`s [Report on Albania, October 6th 2020](#)*

The public administration reform continues to be a priority of the Albanian government not only as one of the preconditions for accession to the European Union but also as a cross-sectoral reform with an impact on any reforming process undertaken in the country. The public administration is the basis and key factor of the successful implementation of any measure or initiative undertaken by the government in order to develop the country.

Considering the importance of this reform and its priority in the framework of European integration, in order to provide a medium-term framework for a more structured dialogue on public administration, including local government, in the framework of monitoring the implementation of the Stabilization and Association Agreement (SAA), the Special Group for Public Administration Reform EU-Albania (PAR SG) has been established. This Special Group serves as the main platform to advance the work in the framework of the Public Administration Reform and aims at including this reform in the enlargement process. Every year, representatives of Albanian institutions, involved in the implementation of public administration reform, and European Commission officials discuss the country's progress within this reform and conclude on recommendations for the next period. In the framework of the transparency of the progress of the public administration reform and the assessments of the structures of the European Union, with their formalization, the [operational conclusions](#) of the Special Group are published on the official website of DoPA.

It should be noted that precisely because of its comprehensive and cross-sectoral nature, the Public Administration Reform is one of the most challenging, however compared to other priorities it is the one that has consistently received the highest assessment for the progress made.

Components that need to be addressed in order to improve the implementation

The year 2020 was an out of the ordinary one due to the situation of COVID-19 in the country, a situation which has directly affected the realization of the activities foreseen in the Action Plan 2018-2022 of CCPARS, especially the activities which are realized on an annual basis. This finding is made based on the documented progress and indicators or deadlines provided in the Action Plan 2018-2022 of CCPARS (Annex I). The process of continuous monitoring carried out by DoPA helps to identify problems or bottlenecks in the implementation of planned activities, in order to address them in the proper and timely manner. Explicitly reporting these issues helps to increase attention to the components that need additional efforts to improve implementation and ensure the final realization.

Thus, based on the analysis of the contributions and reports of the institutions involved in the implementation of CCPARS, the elements that need to be addressed and need additional attention are presented below along with the proposals to tackle them:

Full and continuous operation of IPSIS, ensuring the monitoring of key strategic documents of the country in a more efficient and coordinated way and avoiding overlapping

Adopt the necessary legal basis for the new methodology and direct attention to increasing the awareness of institutions on the use of the system as well as the continuous training of civil servants involved in the process.

Raising awareness on the importance of the consultation process and of the ongoing communication with civil society to encourage their contribution / opinions on policies, laws and strategies prepared by public institutions

Adoption of guides and manuals in order to improve the public consultation process and increase the capacity of employees who carry out this process.

Increase further the staff capacity related to Regulatory and Budgetary Impact Assessment for all policies

Conduct trainings and training of trainers (ToT) to ensure a comprehensive and consistent approach of the RIA implementation.

Increasing the capacities of local level employees for the rigorous implementation of civil service legislation

Continuous training of employees at central and local level on the use of the platform "Administrata.al" as well as awareness raising of the employees on the benefits of the platform in unifying and implementing Human Resource Management procedures.

Continuous use and reporting by the institutions in the Central Personnel Register (HRMIS) and the platform "administrata.al" according to the provisions of the sub-legal act that regulates their use	Capacity building of employees in using systems that improve, standardize and unify key human resource management processes.
Continuation of institutional capacity building in the field of European integration at both central and local level	Planning of trainings in the field of European integration by ASPA for 2021 especially for civil servants at the local level.
Consolidation of the training program of the Top Management Corp	ASPA should take the necessary measures to reflect in this program the proposals/recommendations following the pilot phase and proceed with its consolidation.
Delivering the additional electronic services through the e-Albania platform	NAIS in this regard must provide the necessary technological infrastructure for the shifting of all online services.
Approval of the salary policy document and implementation of the salary reform	Drafting and executing the work plan for the concrete phases and steps towards the finalization and approval of the salary policy document.
Increasing the number of institutions included in the Electronic Register of requests and responses	Periodic monitoring of public authorities on the implementation of the electronic register of requests and responses and monitoring through new instruments created on the measurement of the Proactive Transparency Index at the local and central level.

Mainly, the work of the institutions involved in the implementation of the strategy should be focused on the implementation of measures according to the set deadlines and in function of the realization of the foreseen products and results.

In concrete terms, regarding the number of not finalized sub-activities and their deadlines to be finalized, out of 14 sub-activities for which the implementation has not started, 3 of them are beyond the foreseen deadline of realization which will have to be addressed with priority during 2021. Also out of the total of 48 sub-activities which are currently on going, 18 of them are beyond the deadline foreseen in the Action Plan, mainly due to the difficult situations in which the country went through with the 2019 earthquake and the pandemic situation that followed.

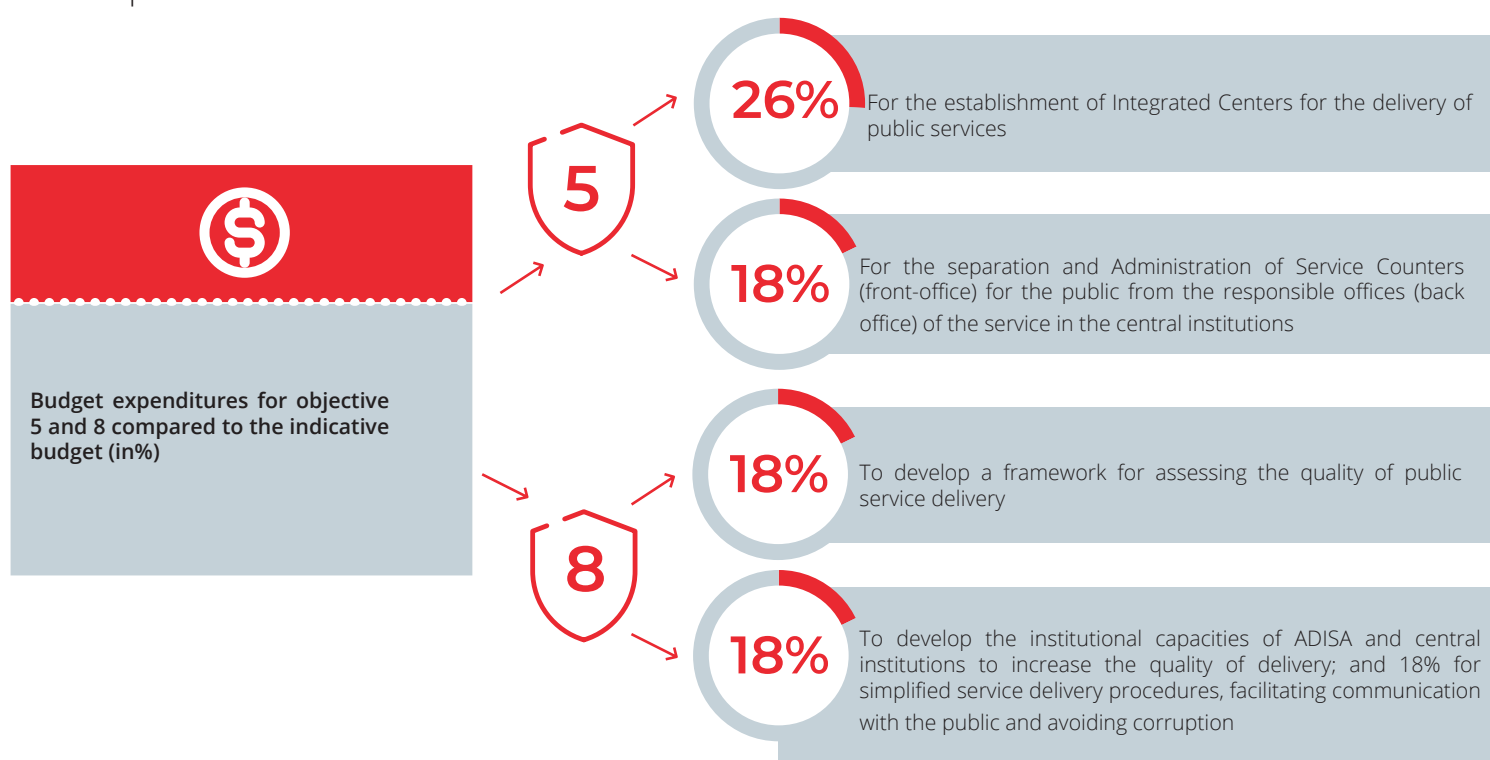
General budget execution of the strategy

Monitoring the implementation of the budget of the CCPARS action plan is an important element that enables the analysis of the efficiency and effectiveness of the strategy's progress at the product level. This monitoring provides transparency to the general public and stakeholders and presents a realistic view of the expenditures, in order to take measures to address the needs regarding the financial resources. The presentation of expenditures also serves to properly prepare and discuss priority policies which find support in the medium-term budget program and which are directly related to the strategy.

The costed Action Plan 2018-2022 foresees that the total cost of implementing the activities is 1,972,158,000 ALL, of which 944,391,000 ALL, funds from the state budget, 875,535,000 ALL, from donors and a financial gap of 152,232,000 ALL.

With the implementation of IPSIS (as foreseen in the decision adopted in April 2020) and the interconnection of measures by AFMIS and IPSIS, a complete overview of expenditures will be generated for the total action plan but also for each political goal. Such thing will be possible for the measures covered by the state budget and for the measures covered by the support of development partners as well. Thus, in the absence of the complete information that will be generated by IPSIS in the future, with the mechanisms and information available, we carried out an analysis of the actual costs so far for the implementation of CCPARS sub-activities.

At this stage, the reflection of the spent financial resources has been possible only in those cases and for those objectives that include measures that have already been completed and are mainly covered by donors` support. This is the case of the measures covered within the IPS2 project for objective 1, 2, and 3 under the first pillar "Policy Making and Quality of Legislation" where in total, out of 34 measures under the lead of the Department of Development and Good Governance, 32 measures are covered with a budget of 2,818,155 Euro (typology: grants/technical assistance and investments) of which 97% are covered and disbursed. Meanwhile there is a financial gap in objective 1 which is addressed in IPA 2020. Also, an information on the budgetary expenditures for the measures under objectives 5 and 8 is presented below:

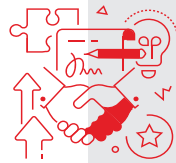


From the analysis that DoPA has conducted based on the costed Activity Plan 2018-2022, attention should be focused on the objectives with financial gap. The total value of the financial gap for these objectives is 152,232,000 ALL (1,171,012 euro) or 8% of the total estimated [cost of implementing CCPARS activities](#). However, it should be noted that some of the foreseen sub-activities have been implemented and will be implemented through the work of institutions involved in the implementation of the strategy as additional functional tasks of public servants which does not translate into additional costs or further need for coverage or funding.

Pillar I – Policymaking and Quality of Legislation

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 I aim at:



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



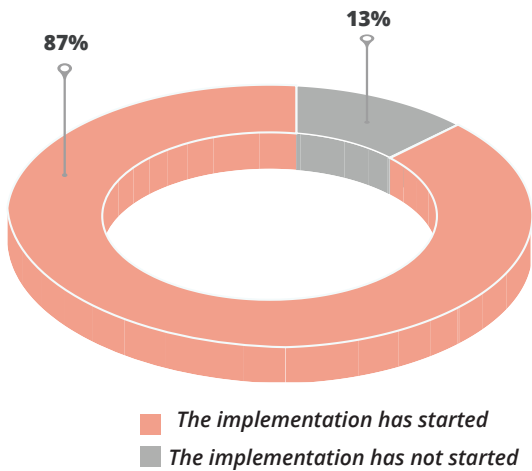
A comprehensive and transparent law drafting system, which is based on policies and ensure alignment with



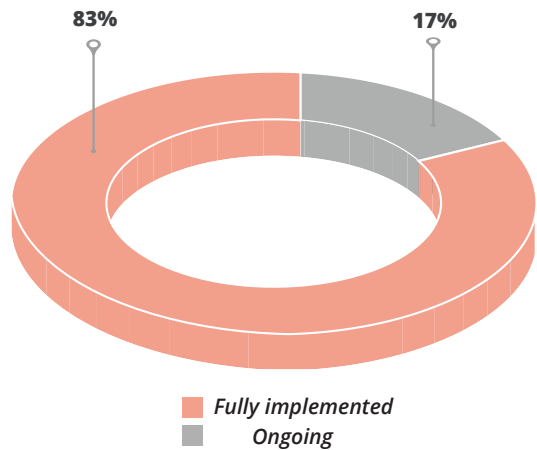
Building an effective monitoring and evaluation system for the strategies, programs and legal framework in place based on: 1) collection of data through an impartial and transparent process, to prepare and implement strategies, programs and legislation, as well as 2) making analyses to assess the effects

Pillar 1 “Policymaking and Quality of Legislation” provides for the implementation of 46 sub-activities, out of which 40 sub-activities (87%) have started their implementation, and out of these 33 sub-activities (83%) have been fully implemented.

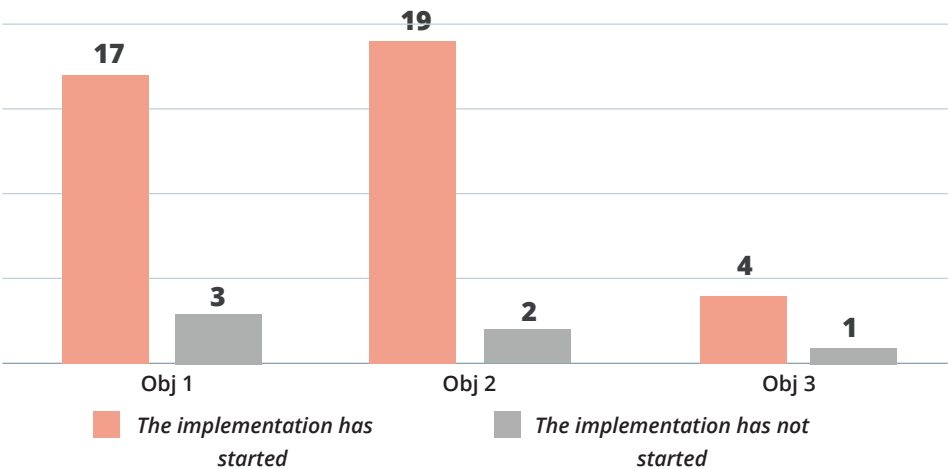
Graph 5 - Progress for the Political Purpose:
Policy Making and the Quality of Legislation



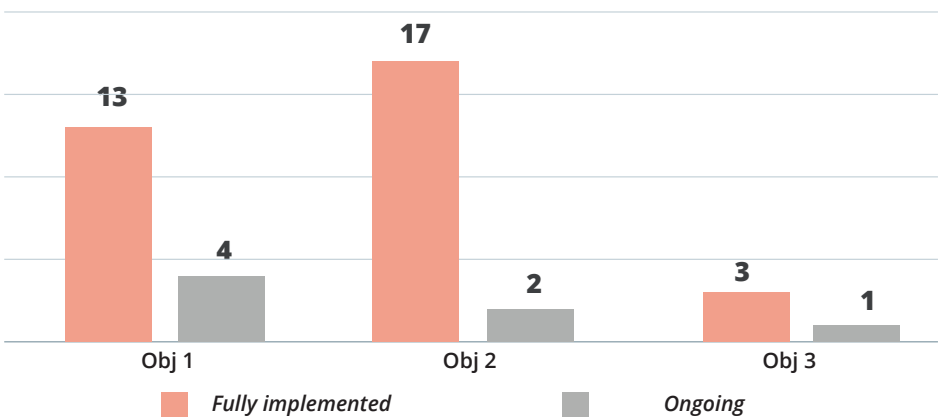
Graph 6 - Status of realization of the political goal: Policy making and Quality of Legislation



Graph 7 - Number of products to be implemented according to Objectives



Graph 8 - Status of realization of products according to Objectives



Albania has already initiated the process of approximation of the country's strategic framework with the 2030 Agenda, a process which had a significant development during 2020 with the consolidation of the Progress Report of the National Strategy for Development and Integration (NSDI II). The report underlines Albania's full commitment to implementing the 2030 Agenda and the significant progress in aligning the NSDI II and linking sectoral strategies to the Sustainable Development Goals (SDGs), supporting the country to build the vision 2030. Year 2020 marked the completion of NSDI II and with the finalisation of its monitoring process, the Albanian government will continue with the phase of visioning and drafting the basis for the next NSDI 2020-2030. This important strategic document will present the priorities in the economic and social development of the country, will orientate the policies towards EU integration and will ensure the fulfillment of the Sustainable Development Goals 2030.

Implementing the reforms undertaken, meeting the country's priorities and addressing European integration issues are processes that already have greater sustainability thanks to the proper functioning of the integrated sectoral approach mechanism¹. This is thanks to the active and dynamic role of high-level dialogue and policy-making forums such as IPMG/SSC which has led to a further unification of the approach.

The planning and monitoring of policies and strategies are conducted following standards and procedures in place for managing strategic planning information. Thus, the government planning process will be more focused, with its implementation through the IPSIS system. Furthermore, the system creates all the necessary procedures to be implemented within the process of European Integration of the country, which has even more value for Albania, in the key moment in time regarding the integration processes.



Value 2020

60 %

INDICATOR 1A

100% OF THE STRATEGIC REGULATORY FRAMEWORK DRAFTED AND IMPLEMENTED

Compared to 2019, at the end of which the value of **indicator 1a**, which shows the capacities to plan strategic documents based on the Annual Analytical Program of Draft Acts, was 52%, during 2020, this value has increased to 60%. The increase of the planning capacity of the Albanian public institutions comes as a result of the processes dedicated to the increase of the capacities of the public servants engaged in the policy-making processes. However, the non-fulfilment of the target of 100%, and a comparison with 2018 (value was 80%) show the need for further improvement of these capacities through raising awareness on the importance of the process, or trainings dedicated to this purpose².



Value 2020

88.57%

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)

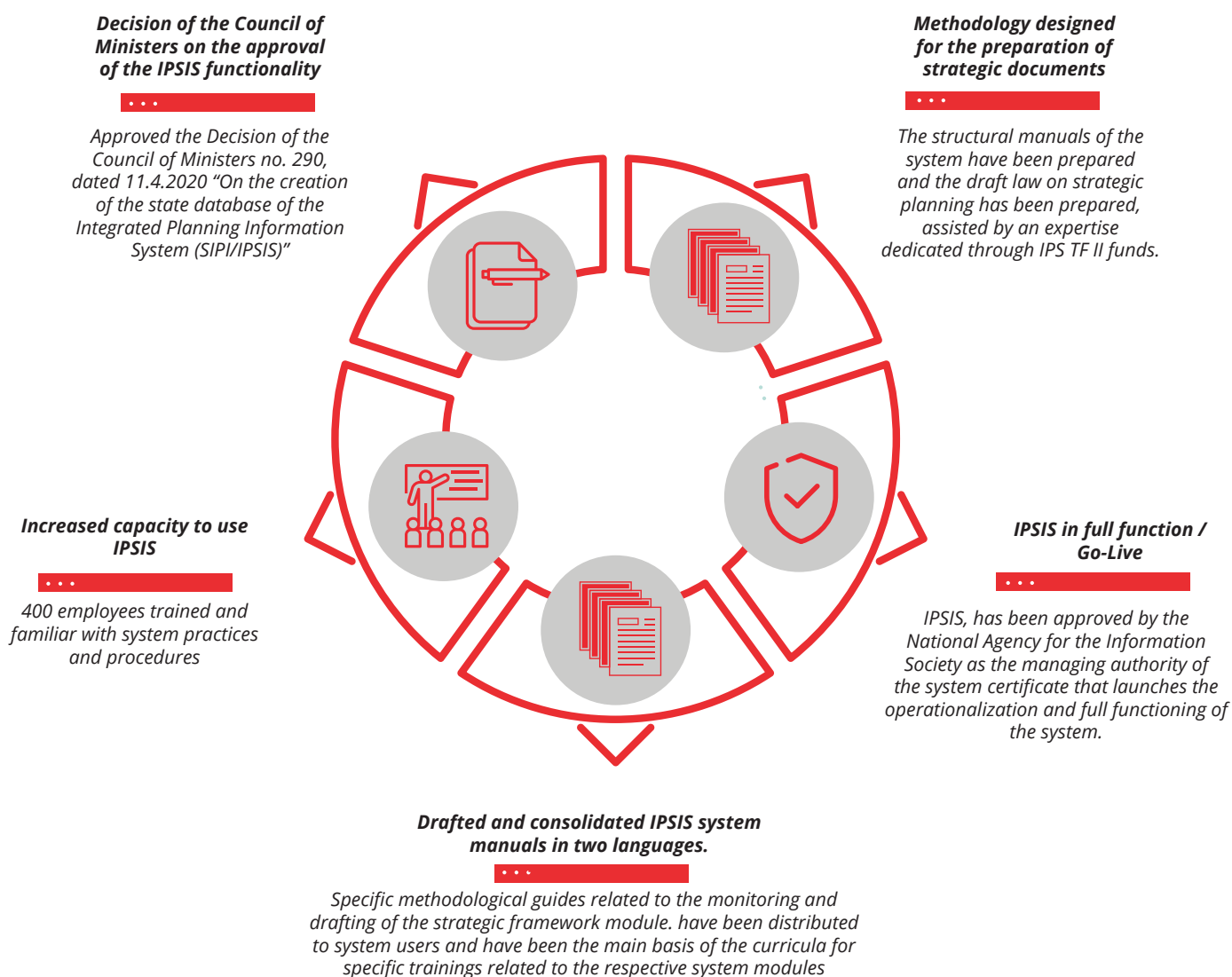
Indicator 1b "100% of strategies and sectoral quality completed" has showed an increase to 88.57% for 2020. From the list of 25 strategic documents approved for 2020, the average quality score shows an improving trend for the strategic framework of 2020 compared to 2019 (indicator values for 2019 was: 77.42%; for 2018 was 82%)³

¹During 2020 the mechanism has organized (31%) more meetings compared to 2019.

² Target: 100 %. This indicator has not been achieved although there is an increasing trend.

³ Target: 100 %. This indicator has not been achieved although there is an increasing trend.

The active functioning of the integrated cross-sectoral approach mechanism in accordance with the principles of the Integrated Planning System (IPS), a system which provides policy discussion, performance and an effective allocation of financial resources, has played an important role in improving policy coordination and decision-making. This increase in the level and the improvement of the average score of the quality of the strategic framework is related to the measures taken during 2020 by the Department of Development and Good Governance and line ministries in implementing the standards and procedures set for the management of strategic planning information.



Value 2020

86 %

INDICATOR 1C

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

One of the main reasons of the improvement of the achievement of indicators is the increase and strengthening of capacities for strategic planning in line ministries (**indicator 1c**), an indicator which has nearly doubled compared to 2019 (value of this the indicator for 2019 was 43% and for 2018 was 29.57%)⁴. During 2020, about 400 employees, who were already familiar with the practices and procedures of the IPSIS system, have participated in trainings dedicated to increasing the quality of policy making and respecting the principles of integrated planning, better use of resources, increased performance and accountability.

⁴ Target: more than 70 % of the staff are trained. The indicator has been achieved

The Public Consultation process is one of the main components with a direct impact on increasing the quality of accountability and transparency, as one of the major objectives of the good governance system. This process, as well as the inclusion of impact assessment rules are important elements in the policy-making processes in Albania⁵. The public consultation process is now improved thanks to the support of the project «Technical Assistance to improve the regulatory framework and public consultation» funded by the European Union, setting public consultation standards and introducing new models for planning and reporting the results of public consultations. In parallel with the progress in this direction, the aim is to strengthen the culture of participation in the public consultation process by promoting civil participation in an active way and the establishment of mechanisms for the public consultation process. This process has been further improved by becoming an integral part of IPSIS, a system that enables coordinators to prepare public consultation reports within a dedicated and unique module. However additional measures should be taken to ensure an open and transparent process, as regards the engagement of the public and also the reflection of comments received during the process.

Priority measures finalized in the framework of improving the public consultation process



Institutional capacity building in the field of public consultation has continued during 2020, during which 159 civil servants have been trained on the methodology and process of public consultation and 13 workshops/training seminars have been organized focusing on capacity building and expertise/knowledge of Public Consultation Coordinators.

Regarding the implementation of the impact assessment process, significant progress has been made in increasing the quality and effectiveness of policy/legislation drafting in Albania, enabling the government intervention to be directed where necessary, giving better results at a minimal administrative cost, through ex-ante analysis of the evaluation of policies/legal acts, before their adoption. During 2020 the number of impact assessment reports approved by the Acts Program Unit has increased to 44.

In order to strengthen the capacities within the ministries, during 2020 a larger number of civil servants (80 employees) were trained, in addition to those who are part of the permanent RIA Network, in order to better comprehend the methodology of impact assessment and the drafting of RIA reports.

Regarding the systematic monitoring of the implementation of the General Analytical Project Program for 2020, the Programming Unit of Regulatory Acts and RIA in the Prime Minister`s Office, which is responsible for this process, has continued to monitor the implementation of the GAPP for 2020 and has drafted weekly, monthly reports and the annual report for

⁵ Indicator 1d «Improvement of the Transparency Index during the policy-making process by the Government, according to the World Economic Forum». Reference Report 2020, WEF_The Global Competitiveness Report 2020.pdf (weforum.org). The measurement of the indicator was completed in 2018 where the value of the Transparency Index in Policy Making for Albania is 3.8 out of 5 which is the target.

the period January - December 2020. According to these reports the total percentage of implementation of the Analytical Plan 2020 is 69% and this figure is found to be not only the highest percentage of implementation of the Analytical Plan in the period 2013-2020 but also a reflection of the higher number of acts adopted out of the planned ones (289).

Regarding the continuous monitoring of the publication of consolidated legal acts, in order to increase the transparency in the publication of legislation, the central institutions do not publish the consolidated versions of the legal acts on their official websites. Meanwhile, the Center for Official Publications (COP), for 2020, has published all consolidated versions of legal acts published during this year.



Value 2020

72%

INDICATOR 2A

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

2020 is the second year during which the **indicator 2a** is measured. For 2020 the indicator marks the value of 72%, an increase compared to the level of 64% in 2019⁶. Strengthening the capacities of employees who are part of the permanent network of RIA has affected in understanding better the impact assessment process of acts and has also improved the quality of preparation.



Value 2020

79.56%

INDICATOR 2B

THE PERCENTAGE OF THE LEGAL ACTS THAT HAVE GONE THROUGH A WIDE PUBLIC CONSULTATION AND EVIDENCES OF THE INVOLVEMENT OF

Indicator 2b on legal acts which have gone through a wide process of public consultation, has shown an increase compared to a year ago, marking the value 79.56% compared to 2019 where it marked 71.4% (the indicator value for 2018 was 47.22%). An increasing trend has been shown by the quality indicator of public consultation which is estimated at 5.66 points for 2020, compared to 2019 where it marked the value of 5.56 points. For 2020 there is an increasing tendency compared to 2019, of the acts consulted in implementation of the law on public consultation, which has increased the discussions with stakeholders and has created dynamism in the framework of legislation and policy-making, regardless of the difficult circumstances of 2020. Compared to 2019 there is an increase in the tendency of consulting acts in the Electronic Register (the year 2020 - 60% versus 2019 - 40%). The methodological guide prepared for the public consultation process and the trainings in this area have increased the institutional capacities in this regard and as a result, the consultation process has improved and the percentage of legal acts that go through the public consultation process has increased. Nevertheless, the target has yet to be achieved, hence further efforts are needed in order to increase the transparency and effectiveness of the process.



Value 2020

1

INDICATOR 2C

NUMBER OF LEGAL ACT AMENDED WITHIN THE FIRST YEAR OF ADOPTION

⁶ Target: a growing trend. The indicator has been achieved.

⁷ Target: 100 %. The indicator has not been achieved, although it shows an increasing trend

Indicator 2c monitors the legal changes within the time frame of 12 months from the adoption of the initial draft legal act or its most recent amendments. From the monitoring process for 2020, it results that out of 98 draft legal acts which were adopted in 2020, 14 of them have been amended within the time frame of 12 months from the adoption of the act itself or its latest amendment. But if we take into account the fact that 13 of them are related to the management issues of the situation caused by the COVID-19 pandemic, we can conclude that only one legal act was amended. The fact that this indicator continues to be at low levels shows consistency, quality and better planning of the drafted legislation within a year (Indicator value for 2019: 2 acts; for year 2018: 9 acts)⁸.

Regarding the compliance of the reports drafted in 2020 with the IPSIS standards in accordance with the legal basis that regulates this process, manuals and protocols for the system have been drafted and trainings dedicated to the monitoring and reporting module of the strategic framework have been conducted. In this regard, during 2020 the ministries have started adapting to the strategic framework modules and monitoring report modules. Based on the data for 2020, 28% of the reports are partially compliant and about 68% need to adopt the formats during the upcoming period⁹.



Value 2020

53.75%

INDICATOR 3A

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

Indicator 3a related to the publication of monitoring reports has increased compared to 2019, since the level of publication of drafted reports for 2020 was 53.75 % (Indicator value for year 2019: 13.7%; for year 2018: 90.9%)¹⁰. This increase is related to the measures taken in the framework of the implementation of the wide sectoral and cross-sectoral approach to increase transparency during the policy-making process, where the functioning of the integrated policy mechanism plays a key role. Through this mechanism, monitoring reports "drafted by each sector are distributed. The performance indicators of the mechanism are increasing, marking 232 meetings held during 2020 compared to 151 meetings held in 2019 and 42 in 2018.



Value 2020

29

INDICATOR 3C

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

Indicator 3c for 2020 marks 29 public consultations, a number higher than the value recorded in 2019 (indicator value for 2019: 10; whereas for 2018: 11)¹². The dynamics of reporting and transparency for 2020 has increased to 32% and the good governance sector occupies the largest part as all monitoring reports are discussed in the respective Integrated Policy Management Groups .

⁸ Target: decreasing trend. The indicator has been achieved.

⁹ Despite the fact that the year 2020-2021 is presented as a transitional year and constitutes an intermediate stage in terms of the implementation of the system and protocols that will need to be followed.

¹⁰ Target: a growing trend. The indicator has been achieved.

¹¹ Indicator 3b «The degree to which reporting provides information on the results achieved (SIGMA indicator)» marks the value 3 in its most recent measurement, conducted by SIGMA in 2017. SIGMA's link to access their evaluation reports: <http://www.sigmaweb.org/publications/>

¹² Target: a growing trend. The indicator has been achieved.

The program “Administration we want”, as an initiative of the Albanian government to energize the public administration has continued its implementation as regards the awareness raising, training, motivation and interaction of public servants in order to provide better services to citizens. During 2020, the activities foreseen for the implementation of the program have been focused on raising the awareness and orientation of the administration. DoPA has continued with proactive approach to social networks to orientate not only public administration employees but also potential candidates who want to become part of the civil service. In this context, the use of social networks has increased from year to year, with a user-friendly approach including posts such as: various activities, information campaigns, information about key procedures performed by the institution. In order to better guide the employees of the administration, as well as the general public, information, news and monthly newsletters, where the most important activities are presented, are published on the official website (www.dap.gov.al), the integrated communication and reporting platform for the entire public administration “administrata.al” and in the social networks of the institution. An important contribution to the Albanian administration during 2020 was the preparation of a dedicated regulation on remote work, combined with the office work, due to the pandemic. The regulation guaranteed the continuity of work for state administration institutions and created suitable conditions for the continuation of their activity through a combination of work in the premises of the institution and telework (work from home). It should be noted that creating a working from home culture was not an easy process as the use of modern technology was challenging for administration employees for reporting, gathering and virtual meetings.



The “Administration We Want” program has enabled the increase of interaction within the administration, by sharing opinions and experiences between officials in the same field and improving their skills to perform daily functions and tasks. Pursuant to the bylaws¹³ that regulate institutional cooperation, 7 professional networks in some key areas are fully functional¹⁴. A very important tool for increasing the interaction of public administration during 2020 was the use of the platform “administrata.al”, through which, among other things, the interaction between public institutions was improved, communication and reporting of information in real-time was facilitated and the quality of work in terms of Human Resources Management was increased. In order to increase the motivation of the administration, the manual for the Civil Servants` performance appraisal, which serves to guide the evaluation officers in state administration institutions and ensure an objective process, has been finalized. DoPA will proceed with the necessary proposed improvements or changes to the legal basis for the performance appraisal system. To implement the recommendations for improving the performance appraisal system, it is proposed to amend: (i) law no. 152/2013, to change the appraisal scales; (ii) CoMD no. 109/2014, as amended; as well as to draft an explanatory instruction of the Department of Public Administration for the performance appraisal process.

¹³ DCM no. 867 dated 10.12.2014 «On cooperation procedures in state administration institutions».

¹⁴ Network of Secretaries General, Regulatory Impact Assessment (RIA) network, Development Policies and Programs network, Medium Term Budget Program network, Procurement network, Integration network and Human Resource Management network.

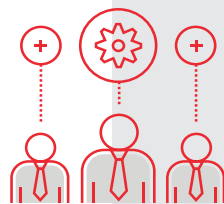
Pillar II – Organization and Functioning of Public Administration

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:



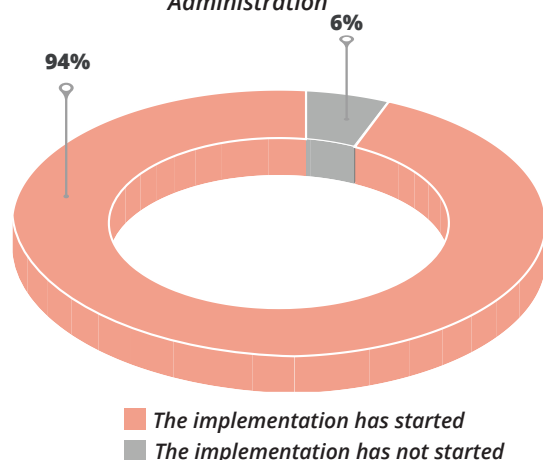
Strengthening the structures of public administration in order to improve the provision of services to the public.



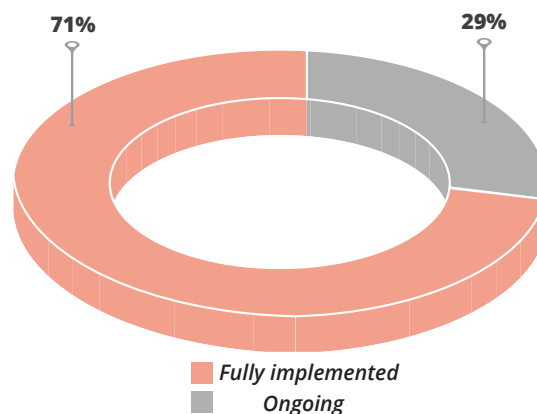
Improved, accessible and integrated public services by reducing the corruption opportunities and strengthening of ethics when delivering public services.

Pillar II “Organization and Functioning of Public Administration” provides for the implementation of 18 sub-activities, out of which 17 sub-activities (94%) have started their implementation, and out of these 12 sub-activities (71%) have been fully implemented.

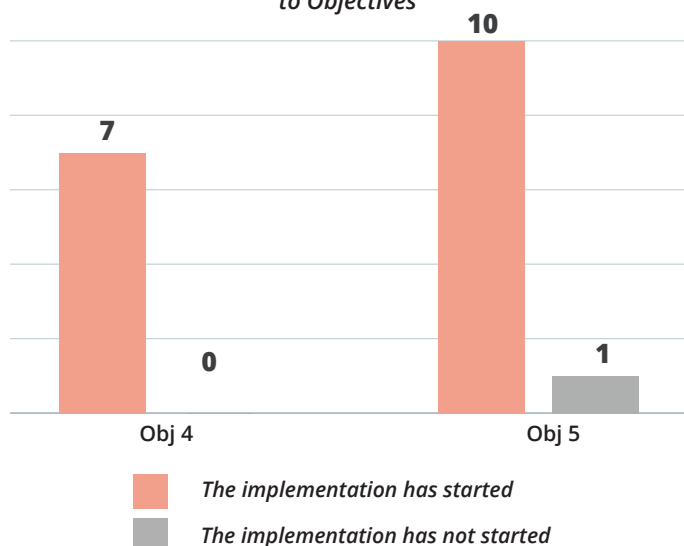
Graph 9 - Progress for the political goal: Organization and Functioning of Public Administration



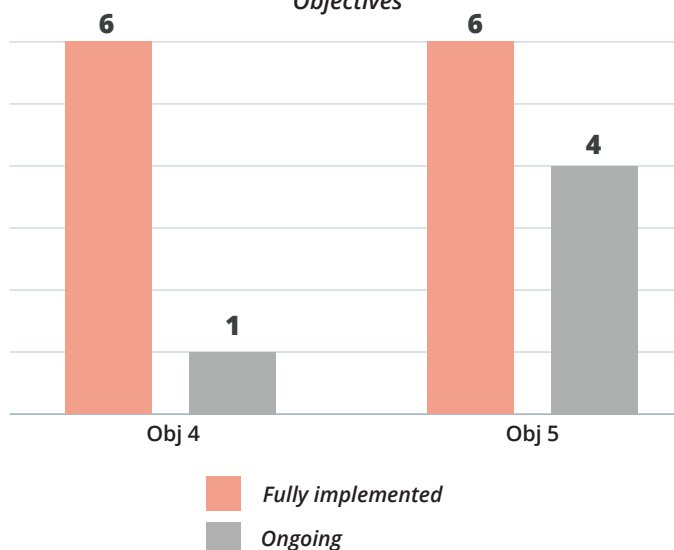
Graph 10 - Status of realization of the political goal: Organization and Functioning of Public Administration



Graph 11 - Number of products to be implemented according to Objectives



Graph 12 - Status of realization of products according to Objectives



In the framework of the structural reform of public administration institutions as an important part of the public administration reform, the work for the reorganization of the four ministerial systems - health, education, tourism and agriculture, has been finalized.

The whole process is based on the methodological approach for the reorganization of institutions and is based on Law 90/2012 “On the Organization and Functioning of State Administration” and other supporting bylaws¹.

During 2020, in line with the work for the successful implementation of the structures of line ministries, the process of restructuring of subordinate institutions has been followed by drafting all the necessary regulations (operating regulations, etc.) for the implementation of the reform for the reorganized institutions in the system of the Ministry of Health and Social Protection.

¹ DCM no. 2014/893, Order of the Prime Minister no. 2018/59 as well as in the conclusions of the Steering Committee of Structural Reform where the Department of Public Administration has the role of technical secretariat since October 2019.

In the system of the Ministry of Infrastructure and Energy, several reorganizations have been made, through which the process of expropriation or temporary use for public interest of private or legal persons throughout the country, has been transferred from the ministry to the newly established State Expropriation Agency².

For the system of the Ministry of Education, Sports and Youth, pursuant to law no. 75/2019, "For youth" the National Youth Agency³ was reorganized, aiming at a better regulation of functions and responsibilities between the structures responsible for youth in the central and local level and to increase cooperation with other organizations as regards the implementation of programs and projects related to youth.

During 2020, the National Authority for Veterinary and Plant Protection⁴, an institution under the Ministry of Agriculture and Rural Development, was established. This institution will be organized and operate at the central level in the form of general directorate and at the regional level, through four regional directorates of veterinary and plant protection and direct units of veterinary services and will have an important role in providing veterinary services for animals and in the safety of food of animal origin. Its creation follows the reform launched by the National Veterinary Service, guaranteeing animal health and food safety as a top priority of the Ministry of Agriculture and Rural Development.

In order to further consolidate the well-functioning of public institutions (after the restructuring of line ministries and subordinate institutions), several activities are being implemented in parallel with the support of the IPA 2014 project "Implementation of civil service reform across the public administration". Some of the activities that are in progress are the review of job descriptions for line ministries and the definition of workflow processes in all line ministries (20 horizontal processes and 5 vertical processes for each ministry)⁵.

In order to provide support for the functioning of Local Government Units and strengthen implementation capacities, with the support of the STAR 2 project funded by UNDP, the one-stop shop information system (OSSIS) has been put into operation in 59 local self-government units. Over 70 services are provided through this system and 11,951 applications for administrative services have been registered. To enable the proper use of the OSSIS system 1716 employees or 70% of the staff of the local administrative units have been trained.

During 2020, the Agency for Integrated Public Service Delivery (ADISA) has continued the work towards the establishment of new integrated service centers and their proper administration with the addition of 6 new integrated Centers in Lushnje, Elbasan, Pogradec, Mat, Roskovec and Kolonja thus bringing to 20 the total number of centers, thus exceeding the target in the strategic document, of establishing at least 9 integrated centers.

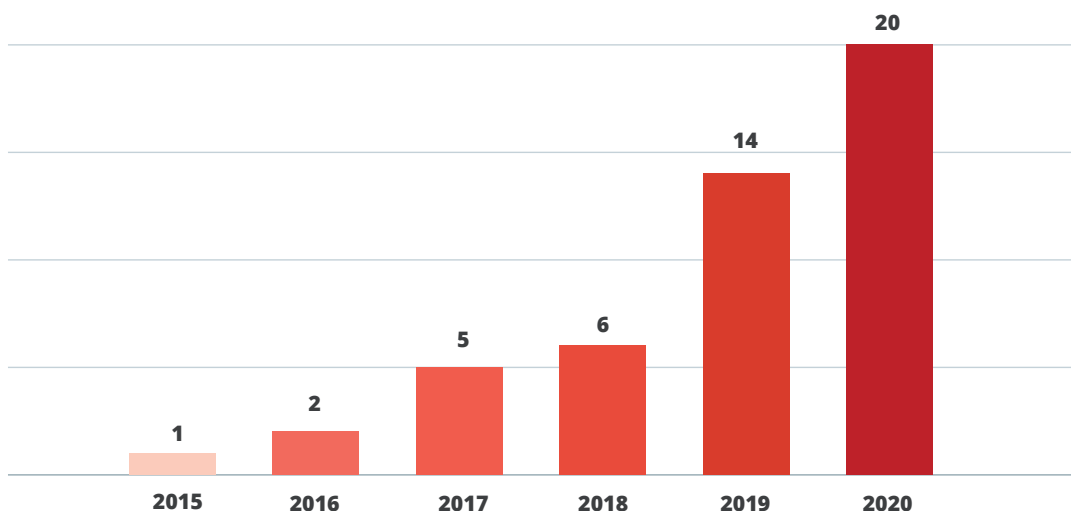
² Approved by decision no. 396, dated 13.05.2020 «On the establishment, organization and functioning of the State Expropriation Agency»

³ Approved by decision of the Council of Ministers no. 681, dated 2.09.2020 «On the establishment, organization and functioning of the National Youth Agency»

⁴ Approved by decision no. 683, dated 2.09.2020 «On the establishment, organization and functioning of the National Authority of Veterinary and Plant Protection».

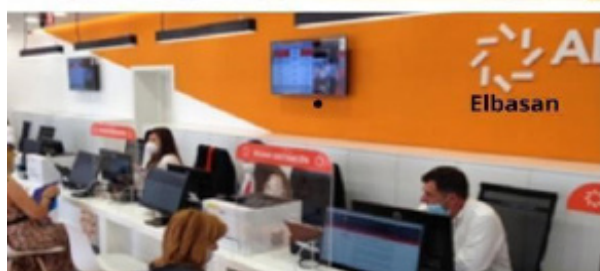
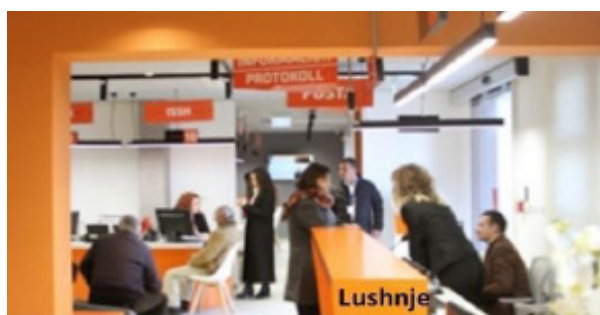
⁵ Indicator 4a «The degree to which the structures of ministries and other institutions are rational and coherent (SIGMA indicator)» marks the value 2 in its most recent measurement, conducted by SIGMA in 2017. SIGMA link to access their reports: <http://www.sigmaxweb.org/publications/>.

Graph13 - Number of integrated ADISA centers by objectives over the years



It should be highlighted that in these centers the infrastructure is adapted for people with disabilities by providing information in the sign language. The centers are also equipped with an electronic queue management system, offering better conditions in receiving public services for all citizens.

During 2020, over 1000 public services of central and local institutions were provided in the ADISA Integrated Centers through the e-Albania portal. In these centers 558,521 applications were made, 227,371 persons were assisted in the information front desks, 88,968 persons were assisted for online services and 3,704 complaints were filed through the portal "ShqipëriaQeDua.al".



Integrated ADISA centers opened during 2020

Due to the emergency situation caused by the COVID-19 pandemic and the inability to comply with the rules of social distancing, the mobile unit was not operational for most of 2020. In solidarity with the Ministry of Health and Social Protection, ADISA put at the disposal of the staff of the Health Care Unit the mobile unit to conduct tests for COVID -19 for residents located in remote rural areas and do not have quick access to health centers.



*ADISA mobile unit
in the service of the
health system*

Institutional capacity development to increase the quality of service delivery has continued with capacity building and trainings for ADISA staff, which have been conducted online due to the pandemic situation. For central institutions, 33 trainings were conducted and 89 employees were trained in order to improve the quality of services provided.



Value 2020

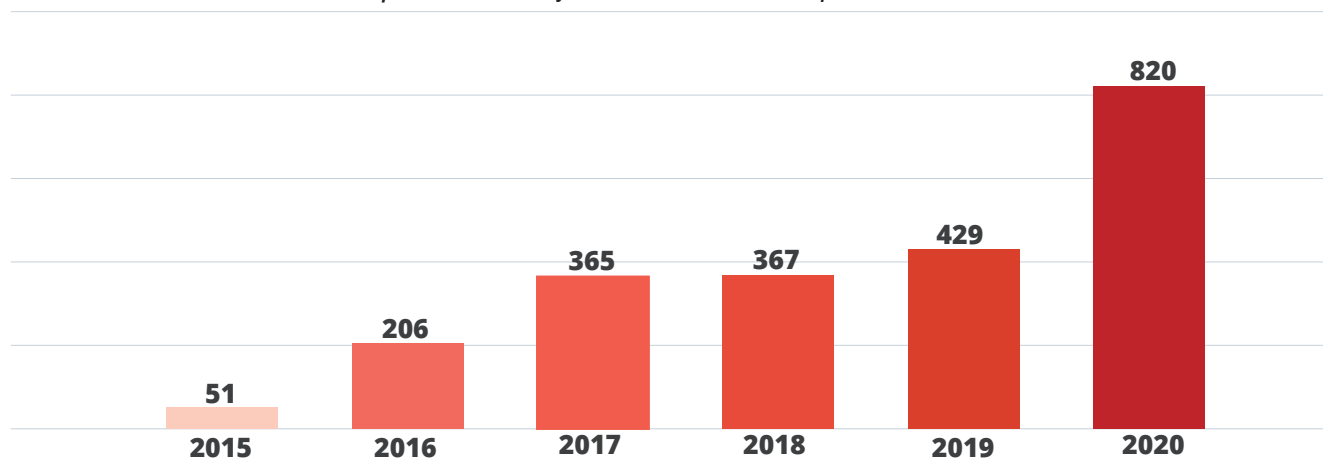
820

INDICATOR 5A

**NUMBER OF CENTRAL GOVERNMENT SERVICES WITH IMPROVED
INTERACTION IN FRONT DESK OFFICES**

Indicator 5a marks an increasing trend since the beginning of its measurement in 2015. The front desks in the ADISA Integrated Centers in Tirana 1, Kavaja, Kruja, Fier, Gjirokastra, Shkodra, Tirana 2 (Kombinat), Maliq, Belsh, Patos, Librazhd, Divjaka, Malësi e Madhe, Kukës, Lushnje, Elbasan, Pogradec, Mat, Roskovec and Kolonja provide 750 services of 46 central institutions and 70 local services for a total of 820 public services (indicator value for 2019: 429 services; year 2018: 367 services)⁶. This increase is a result of the continuous and important investments by the Albanian Government in order to improve services and ensure their delivery with less cost, more quality and transparency.

Graph 14 - Number of delivered services with improved interaction



Value 2020
97 %

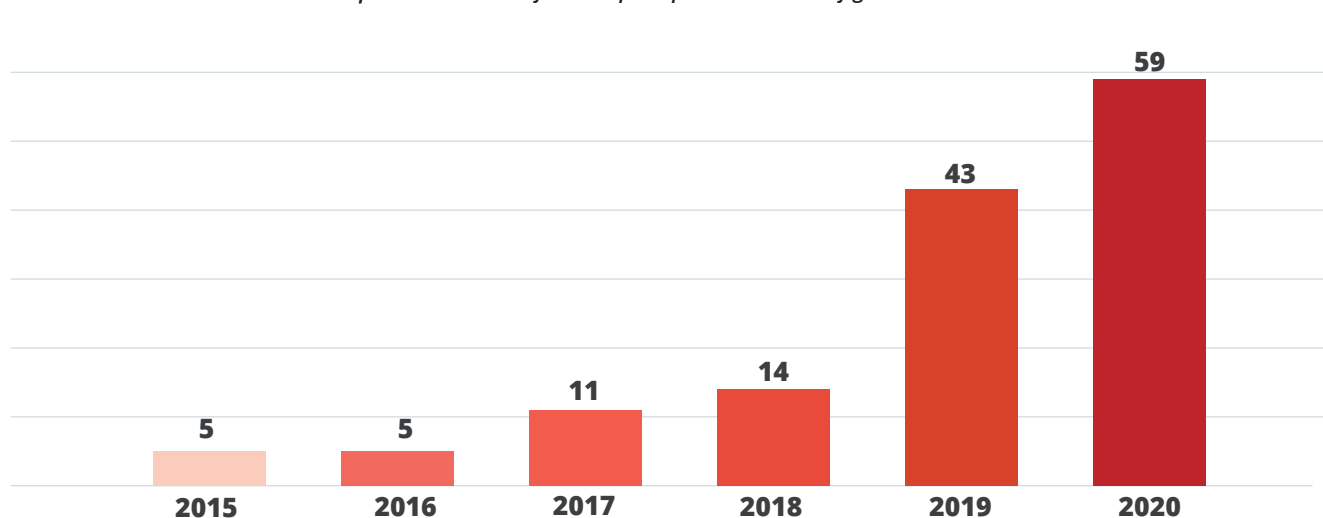
INDICATOR 5B

THE NUMBER OF ONE STOP SHOP ESTABLISHED IN THE LOCAL GOVERNMENT UNITS

Indicator 5b has marked a significant increase during January-December 2020⁷. The number of municipalities that apply the program of online services delivered in unique front offices is 59 in total, out of 61 municipalities. However, even though there has been an increase, the target has not been met. This has been due to the municipalities of Pustec and Has experiencing problems with capacities in order to implement One Stop Shop systems. Nevertheless, it should be noted that through the use of the OSSIS system, municipalities provide several services (76 services, except Tirana, which offers 135 services).

This indicator has shown considerable progress, especially during 2020. In order to include the two remaining municipalities, put in place the information system and provide one-stop shop services for citizens, the increase of the capacities of these municipalities to translate the support provided by the STAR 2 project assistance into concrete actions and enable investments in the field of information technology to ensure the full realization of this indicator, is needed.

Graph 15 - Number of one stop shops in the local self-government units



⁷ Target: 100 % of municipalities. The indicator has not been achieved although it marks a significant progress over the years: at the level of 70 % for 2019 and 23% for 2018.

Pillar III – Civil Service: Human Resource Management

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:

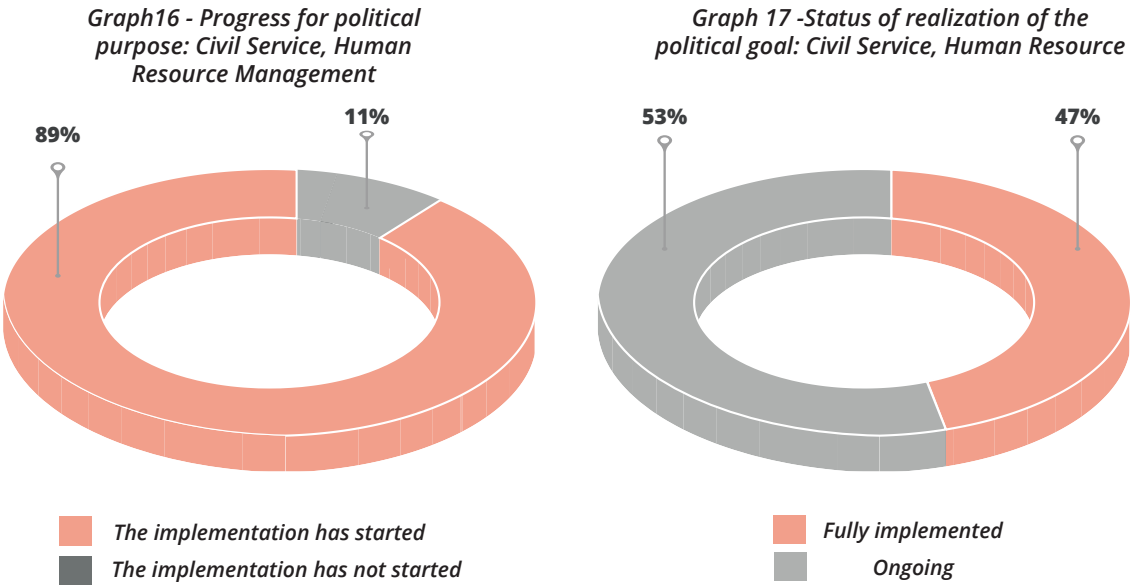


Improved capacities for the implementation of civil service legislation and facilitated enforcement procedures.

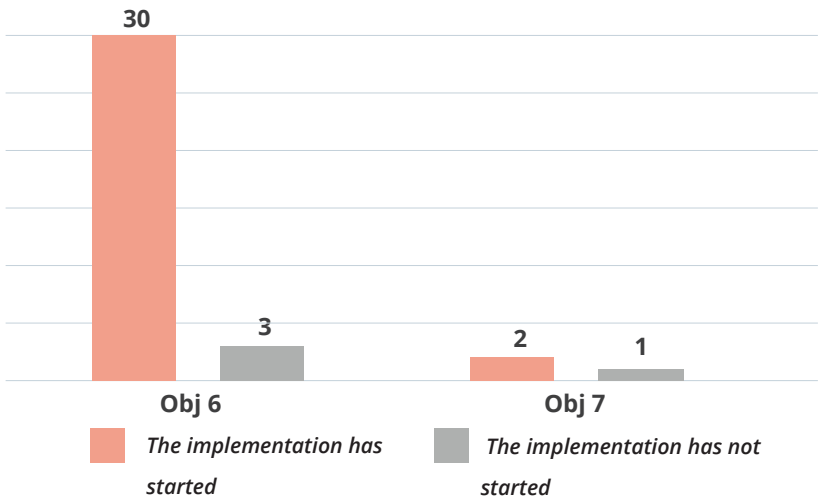


Organization of the civil service salary system based on job evaluation, on the evaluation of annual achievements of civil servants and on compulsory training

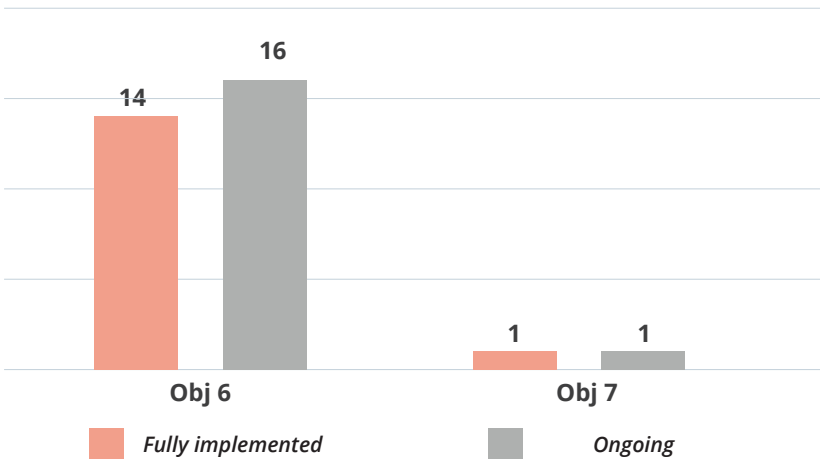
Pillar III “Civil Service: Human Resource Management” provides for the implementation of 36 sub-activities, of which 32 sub-activities (89%) have started their implementation, and out of these 15 sub-activities (47%) have been fully implemented.



Graph 18 - Number of products to be implemented according to Objectives



Graph 19 - Status of realization of products according to Objectives



Civil Service and Human Resource Management is the field in which Albania has held for years the position of leader in the Western Balkans, being evaluated by regional and European bodies with the highest scores compared to other countries.

During 2020, despite all the difficulties and challenges that emerged from the global pandemic situation, Albania took the necessary measures to overcome the state of emergency and return to the normal functioning of public administration institutions.

All measures and initiatives taken in recent years towards the modernization of public administration and processes, procedures and services provided, served Albania to overcome the difficulties and limitations caused by the global health crisis and beyond.

Thus, during 2020, Albania was again the first country in the region which successfully implemented the recruitment procedures in the civil service fully online, thus enabling the continuation of this important process in state institutions by applying the rules of physical distancing.

With the announcement of the pandemic situation in early March, the Albanian Government adopted a series of restrictive measures to prevent the spread of the virus in the country. Thus, by order of the Ministry of Health and Social Protection, the gathering of people was prohibited, which automatically made it impossible to conduct recruitment procedures in state institutions part of the civil service, which are managed by DoPA.

In this situation, DoPA started the work to analyse the available tools and instruments and the design of technological solutions and methods to adapt the online platforms to conduct the recruitment procedures, respecting the measures for the prevention of COVID-19.

Thus, in April 2020, it became possible for the first time in the country and the region, the conduction of a recruitment procedure in state institutions, part of the civil service, fully online. Enabling the process of the recruitment procedures fully online was an important development for the Albanian public administration, a development which was enabled by "Administrata.al", the innovative platform in human resource management, funded by the Council of Europe and Swiss Government.

Such an achievement for the country was presented as a success story in the region and beyond, through meetings organized by the Regional School of Public Administration (ReSPA) and [SIGMA/OECD](#).

Since its establishment in 2019, this platform has marked a fundamental transformation in the way of human resource management in the Albanian public administration, facilitating not only the work of human resources employees in the implementation of key procedures and processes of human resource management but also the work of monitoring institutions such as DoPA and COCS to control the rigorous implementation of civil service legislation.

The platform further confirmed its added value during the pandemic, as it has not only enabled the implementation of fully online recruitment procedures but also served as a virtual workplace for human resources professionals.



The Front Page of "administrata.al"

Meanwhile, to achieve one of the most important objectives of the integrated communication platform "administrata.al", which is the unification and standardization of procedures and processes of human resource management throughout the civil service (central and local level), DoPA has worked closely with the COCS by conducting periodic communications and meetings to prepare a set of common indicators for monitoring the implementation of the civil service legislation.

The set of indicators developed with the support of the international expertise of the project "Implementation of Civil Service Reform in the Public Administration" funded by IPA funds, will provide accurate and complete data on the implementation of civil service legislation, therefore enabling a real-time oversight and monitoring of the work of human resource units in the civil service. Through data, information and real-time monitoring, it is ensured the accurate and efficient implementation of the functional tasks of human resource professionals in the civil service at all levels of public administration, with the ultimate result: the better management of human resources.



Meeting with COCS for real-time monitoring of human resource management indicators, January 2020.

A public administration that successfully implements the proper management of human resources, is able to effectively perform its functions and tasks and provide quality services to the public, in a transparent manner. In this context, the platform “administrata.al” has also facilitated the work by making available to civil servants the entire legal basis, ready-to-use templates and modules with detailed steps for important human resource management processes in the civil service such as restructuring, recruitment, performance appraisal, job description, etc.

The platform is constantly updated by DoPA, thus ensuring that civil servants have every means available to carry out any procedure in accordance with the law in force. Such a process has been carried out with a more specific focus on civil service employees at the local level, to ensure that the gaps in terms of knowledge and capacity to independently manage their civil servants are filled.

Another aspect in which the cooperation of DoPA with the COCS and public institutions has brought visible results is the execution of final court decisions in public administration. During these years, DoPA has made continuous efforts towards the broad and active involvement of all state institutions in this process, through the unification and fair and efficient orientation of administrative procedures and through a close monitoring of the entire process to guarantee the implementation of procedures according to the legislation in force.

The follow-up of this process has been facilitated and improved thanks to the use of the platform “Administrata.al”, where state administration institutions report in details on the data on final court decisions, thus enabling effective oversight of the system of former civil servants (those who won the court case) case by case. Institutions have an explicit obligation to report to this system with accurate periodic and transparent data, thus enabling DoPA and COCS to be aware and exercise their oversight competencies in real time. The close monitoring of the process, the assistance and oversight have brought positive results, bringing the number of court decisions implemented at the end of 2020 to 275.

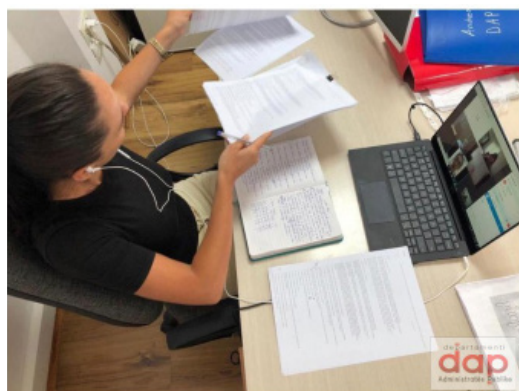
All of the above are measures taken in order to increase transparency and monitoring the work of civil servants, thus increasing their accountability and liability in performing their daily duties.

However, the goal of DoPA continues to be the persistent and further improvement of the performance of the public administration as the basis for the implementation of any reforms or initiatives undertaken in order to develop the country.

Ensuring a decent performance by the public administration starts with the recruitment of the best in its ranks, which is one of the main objectives of DoPA, in the realization of which the department continues to provide trainings and assistance for members of Evaluation Commissions, who play a key role in civil service recruitment procedures. Regarding the strengthening of the capacities of the employees in the management of human resources, training sessions were held with the main goal of developing the skills, knowledge and professionalism of the new DoPA staff, focusing mainly on referring concrete examples from the recruitment procedures in recent years.

However, during 2020, with the development of fully online recruitment procedures, the challenge of DoPA was the immediate familiarization of the members of the Evaluation Commissions with this new reality and even more the familiarization of the applicants with the inno

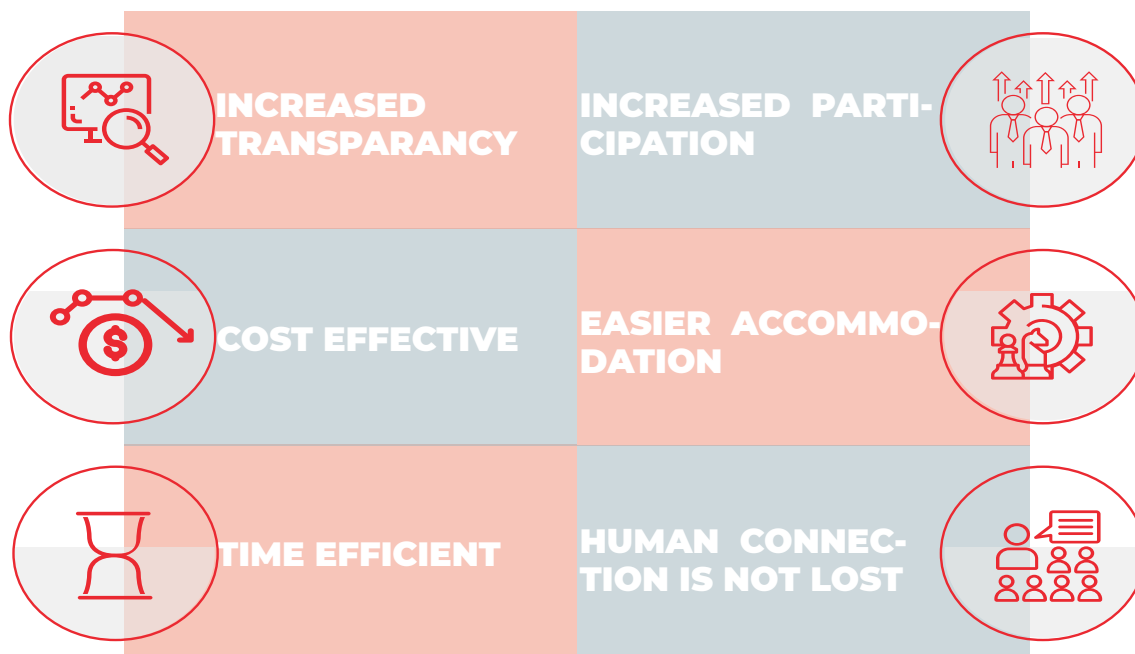
vative methods dictated by the situation in the country. To assist applicants on the new changes in the way recruitment procedures are conducted, as well as to increase the candidates' understanding of these recruitment stages, in addition to assisting through communication channels at public disposal, DoPA drafted and published two detailed guidelines for the on-line written test and interview. The guidelines guide the applicant through each step of the process, thus minimizing difficulties, errors, or delays in conducting recruitment procedures. In this context, specifically for the written test, already online, the participants were also enabled to enter a test room to become familiar with the way of completing the test. All these serve as elements to ensure quality and transparency in the implementation of recruitment procedures in the civil service.



ONLINE INTERVIEWS

The experience gained during the period of restrictions imposed to prevent the spread of COVID-19, showed that the conduction of fully online recruitment procedures brought some significant benefits such as increased participation, time efficiency and cost-effectiveness.

ADVANTAGES OF ONLINE RECRUITMENT

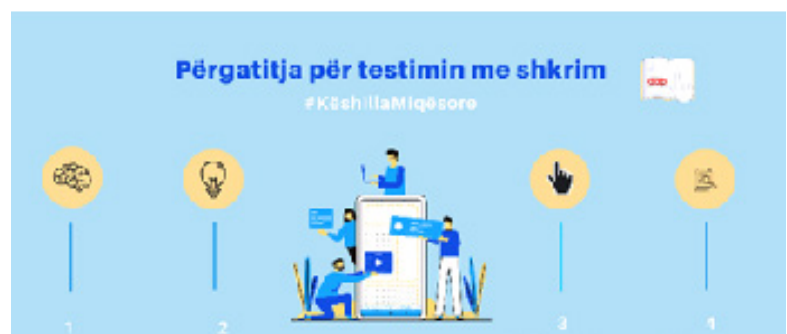
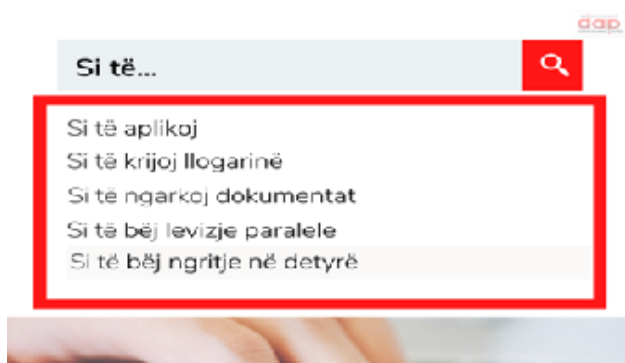


Carefully analyzing the main challenges, DoPA in accordance with the regulations of physical distancing has shifted to the combination of the conduction of recruitment procedures online and in premises that allow physical distancing between candidates, as well as between candidates and members of evaluation commissions.



Conducting testing according to the rules of physical distancing

The Department of Public Administration has assisted all applicants by providing information and responses to their requests in real-time. DoPA`s facebook page is constantly updated with news, informative graphics and guidance on motivation, distance work and other issues in the field of human resource management.



Due to these changes on the visual side and in the simpler presentation of daily work processes, the Facebook page of DoPA has marked an increase in the number of its followers and counts 18,277 followers.

With the support of the project "Implementation of Civil Service Reform in the Public Administration" financed by IPA programmes (EU), several key products have been developed. These products have a direct impact on the performance of the public administration and thus on the services that this administration provides to the citizens.

The performance appraisal manual, is one of the products which is expected to improve the Civil Servants appraisal system, **facilitating the procedure of evaluation of results in all its phases, increasing objectivity during evaluation and promoting dialogue between the supervisor and employee**, thus turning this process into a mutual cooperation with the ultimate goal of increasing the performance of civil servants in the workplace. An objective and fair performance appraisal is a direct factor on the employee`s motivation and self-assessment and consequently on his performance.

The job description manual and the design of workflow processes in line ministries are two other essential products for the proper functioning of the public administration, which are near their finalization with the support of international and local expertise. **Improved, clearer, results-oriented job descriptions** and detailed step-by-step work processes, standardized and unified in each line ministry, are important conditions which help our civil servants to fulfill their functional duties with maximal efficiency and minimal errors.

As part of the digitization of processes and systems and efforts to increase the efficiency and effectiveness of the work of public servants, for several years now we have a Human Resource Management Information System (HRMIS) which contains about 63,000 personnel files of public servants. Since 2018, HRMIS does not only serve as a Central Electronic Personnel Register but through it is also realized the generation of payroll for up to 118 spending units in the Albanian public administration. However, the goals for this system are even bigger as with the connection of HRMIS with the treasury system and the completion of all the necessary tests during 2020, next year it will be possible to automate salaries through information systems. Such digitalization of a process as important as the calculation of salaries for public servants will increase efficiency, minimize inaccuracies and provide easily editable data for the purpose of reporting, projects or policies.

Although public institutions are aware of the benefits of the periodic use of HRMIS, its data population and constant updating remain a challenge in itself which DoPA has tried to overcome with some indirect measures such as: connecting the system with salary generation or linking the system to the announcement of vacancies. And still further, another measure taken in 2020 was the approval of the Decision of the Council of Ministers no. 833 dated 28.10.2020 "On the detailed rules for the content, procedure and administration of personnel files and the central personnel register", a decision which, among other things, clearly provides for the obligation of institutions to update HRMIS.

Indicator 6a is calculated by dividing the number of management staff at all levels of civil service in central administration institutions, who have left their positions in one year, by the total number of management staff in the central administration in the given year. The number of management staff who have left during 2020 is 76 out of a total of 959 management staff at a value almost the same as a year ago (the value of this indicator for 2019 is 8% for 2018 is 8%). Maintaining a steady trend indicates the consistency of the employees part of the civil service.



Value 2020

8%

INDICATOR 6A

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

Indicator 6b1² is calculated by dividing the total number of candidates from outside the civil service applying for an executive position (25904) by the total number of positions announced in the executive category in the given year (806), resulting in an average number of participants of 32.1, a higher value than a year ago (Indicator value for 2019 was 13.62; for 2018 was 13). This trend shows an increase of the public trust in participating in merit-based recruitment procedures, which is a result of DoPA's work in properly implementing the legislation, ensuring transparency with the public, visibility activities etc.



Value 2020

32.1

INDICATOR 6B - 1

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

¹ Target: Decreasing trend. The indicator has not been achieved and marks a constant value.
² There is an increase of 18.48.

Indicator 6b2 is calculated by dividing the total number of candidates of all levels within the civil service participating in a recruitment procedure (2980) by the total number of positions for which there were applications (806), resulting in an average number of participants of 3.7, a value higher than a year ago where the value was 2.5 (the indicator value for 2018 was 1.5). The increasing trend of this indicator shows that one of the novelties of the civil service legislation, that of mobility, is increasingly being implemented, giving the civil service dynamism and new energy.



Value 2020

3.7

INDICATOR 6B - 2

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

As regards **indicator 6c**, from 2014 until 2019 there has only been 1 complaint received by the Court of Administrative Appeal, pertaining to the civil service recruitment. The final court decision was executed by DoPA in October 2019. Meanwhile, for 2020 there has been no appeals received by the Administrative Court of Appeal regarding recruitment procedures. This indicator is fully achieved by marking a decreasing trend in the number of appeals compared to the base value established in 2015 where the number of appeals was 3. The low number (almost 0) of appeals received by the Administrative Court of Appeal indicates a rigorous implementation of the relevant legislation for the recruitment of civil servants, including Law no. 152 on «Civil Servant» and related bylaws, for the organization of transparent procedures in a professional manner and based on merit, as well as professional representation provided by the judicial structures within the Department of Public Administration.



Value 2020

0

INDICATOR 6C

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

Regarding the administrative procedures and oversight in the central, local and independent government institutions, in the conditions of the COVID19- pandemic, the activity of the **Commissioner for Oversight in the Civil Service** has been reorganized, giving priority to the online implementation of the oversight process.

During this period, 73 general oversights were performed, which include the entire activity of civil service administration for the period January - December 2020 in the local administration. At the end of the notice period for the regulation of legislation, the process of verification of the implementation of the warning decisions of the Commissioner was carried out in 49 institutions. At the end of the verification, the process was concluded with a decision of the Commissioner for 25 entities, assessing as fulfilled the tasks left, while for 24 entities the Commissioner decided to carry out the process of restoring the lawfulness by assisting the institution with technical assistance which has started drafting an action plan with concrete measures and deadlines of administrative actions to be performed by the responsible persons.

The implementation of the warning decisions of the Commissioner was also verified for 12 individual cases where in 7 cases the tasks left were implemented voluntarily by the institutions and in 5 cases the process is towards its conclusion.

The oversight process has continued with the treatment of 142 individual requests where some of them were followed through inspection/oversight. Other requests were answered in an administrative way and a decision was made in those cases where it was assessed to regulate the situation of illegality. For other cases, the Commissioner has issued a decision to terminate the verification as no violations have been found or the inspection has been completed with an archiving notice⁴.

The process of monitoring the implementation of final court decisions for line ministries and subordinated institutions has also continued, through the holding of hearing sessions for all ministries. During 2020, the focus has been to complete this process in the local administration, for which information has been collected from 61 municipalities of the country and 12 regional councils.

Pursuant to the legal competence to oversee the administration of the civil service, based on article 14 and 15 of law no. 2013/152, «On the civil servant», as amended; pursuant to the annual activity plan of the institution, the Commissioner has started the preparation of the oversight process to ensure the implementation of the law on civil servants in the conditions of the general elections for the Assembly of the Republic of Albania.

The activity of the **Albanian School of Public Administration (ASPA)** during 2020 has had the main goal of capacity building and preparation of the Albanian public administration in terms of European integration and implementation of civil service legislation. For the positive experience in continuing capacity development during the pandemic, ASPA was awarded with the Public Administration Award 2020, in the eLearning category, organized by RESPA and OECD for the Western Balkan countries.

2020 was a challenging year for the progress and activity of the Albanian School of Public Administration, during which the traditional trainings conducted in the classroom were replaced with trainings conducted fully online from April 2020. To meet the challenge of shifting to online training, training sessions were held for trainers in order to increase their capacity to use the platforms and adapt training materials.

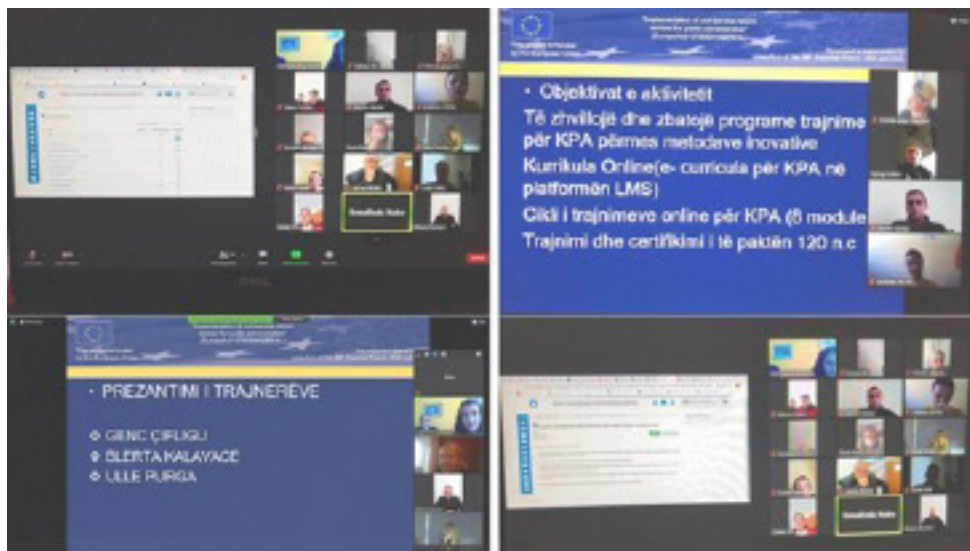
With the preparation of the necessary conditions, it was possible to hold the first live webinar on April 13th, 2020 with the topic «AGILE leadership».

Despite the problems encountered, all school services were provided in virtual environments with the same dynamics and quality in service delivery⁵.

Besides using online platforms already familiar with positive effects in the interaction and communication, during 2020, the new platform created for learning management (Learning Management System) was put in place. This platform is expected to be updated with e-learning curricula according to the basic fields and topics and those identified by the training needs assessment. Through the LMS system, trainings on the Code of Administrative Procedures were organized by DoPA in support of the IPA 2014 project «Implementation of civil service reform across the public administration» where a total of 160 employees were trained and certified.

⁴ Out of a total of 10 cases, they were included in the inspection/oversight, in 18 cases they received a response through administrative channels, in 33 cases a decision was given to regulate the situation of illegality, in 38 cases a decision was given to complete the verification as no violations were found, in 25 cases the inspection has been completed and in 18 cases they have been carried over to 2021.

⁵ Live webinars, online courses with certification, online book club and masterclass were offered.



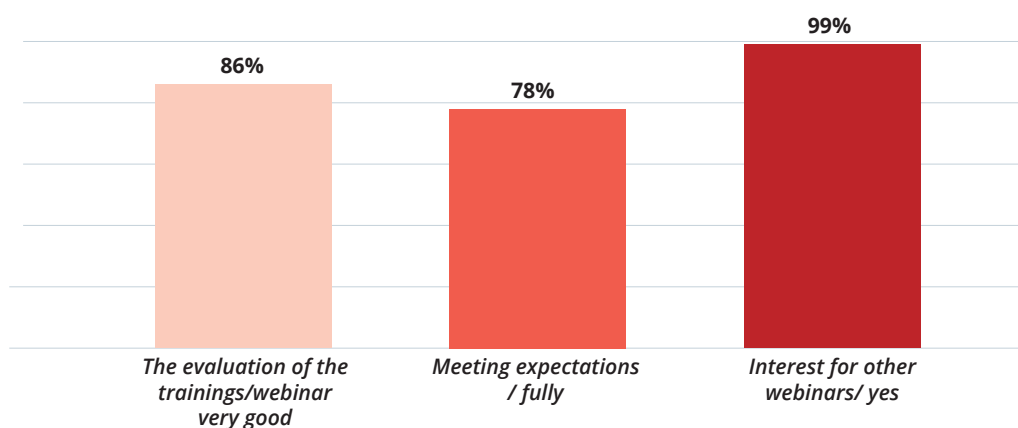
Online training conducted through the innovative LMS method



During 2020, a total of **4630** individuals were trained and the number of participants in the courses was 20,106 participants, marking an increase in the number of individuals returning to receive service. Another positive indicator for 2020 is the development of 769 training courses compared to 2019 during which ASPA conducted 698 courses. Therefore, more services have been provided to the same individuals who have returned showing also the fulfilment of customer satisfaction. It should be highlighted that the number of participants in 2020 has been affected by access to online technology because the trainings of the April-December 2020 of ASPA have been fully online and the inability to access the technology directly affects this indicator.

An effective training evaluation system has already been developed. This system generates more data on the quality of training, the achievement of 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, the data of which are analyzed to improve the quality of training, specifically see the results for 2020 below ⁶.

Graph 20 - Customer satisfaction



⁶ From the analysis of the opinion of the participants in the online trainings for 4688 questionnaires completed, 99.21 % of the employees answered that they are interested in attending another ASPA webinar, 86.63 % answered that they evaluate the webinar/training they attended "very well" and 78.03 % have responded that their expectations for the webinar they have attended have been fully met (for more refer to excel performance).

In terms of achieving the objectives of providing more trainings in the field of European integration, during 2020, a total of 2730 participants were trained, fully implementing the measure provided in the action plan of CCPARS to increase the percentage of programs in the field of European integration from 30 % in 2018 to 50 % by 2020. In 2018, ASPA has offered 2 modules in the field of European integration, while in 2020 it has offered 6 modules.

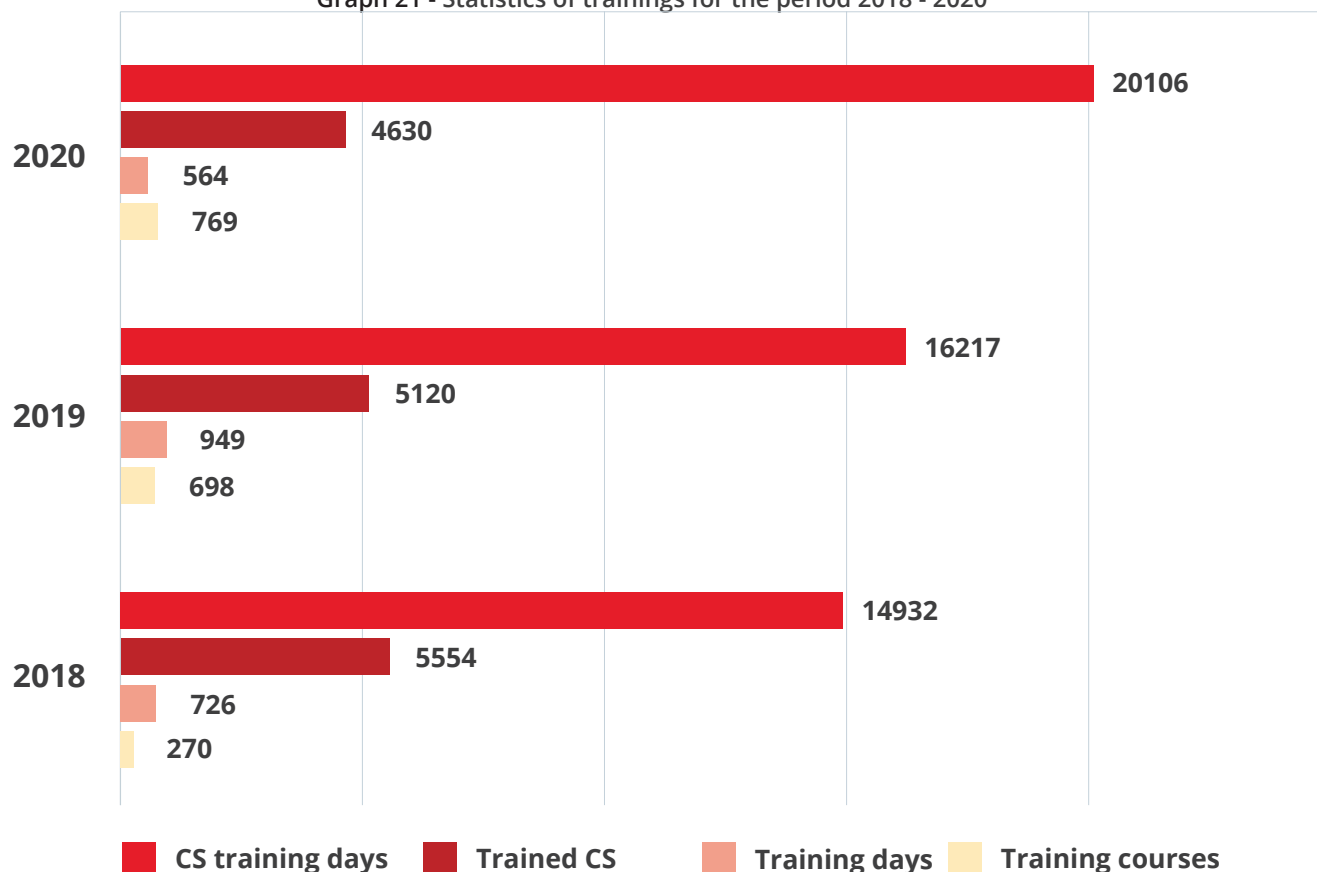
In addition to these modules, within the process of opening negotiations, specific trainings were conducted for the members of the inter-institutional working groups for European Integration for the 6 chapters of ACQUIS. Also during 2020, participants from the local government were trained in the field of European integration in a dedicated way.

Capacity building has continued in the field of **gender equality; public finances; public procurement; technology; personal development; organization management; and leadership**⁷.

ASPA indicators for 2020⁸

4630	TRAINED EMPLOYEES
769	TRAINING COURSES
564	TRAINING DAYS
20106	CIVIL SERVANTS PARTICIPATING IN TRAINING DAYS

Graph 21 - Statistics of trainings for the period 2018 - 2020



⁷ In the field of gender equality (535 participants); of public finance (344 participants); of public procurement (971); of technology (705 participants); of personal development (587 participants); of organization management (2403 participants); leadership 250 participants.
⁸ Indicator 6 d "Extent to which the civil servant training system is functional and implemented in practice (SIGMA Indicator)", the most recent value of the indicator is 3, from the latest SIGMA assessment in 2017, more on the link <http://www.sigmaweb.org/publications/monitoring-reports.htm>.

Out of all the measures taken to ensure the proper management of human resources, the most important one as regards the Civil Service and Public Administration Reform, is the **reform of the salary structure**. Through new schemes, salary scales and calculations, what is intended is the application of the Principle «Equal pay for equal work». Work on reforming the salary system began in 2019 with the drafting of a policy paper, which during 2020 has been consolidated as a draft proposal. Due to the situation in the country, the post-earthquake period and the global pandemic, it was impossible to finalize and approve this policy paper in 2020. However, to ensure a complete package with all the necessary elements for the successful implementation of this reform, DoPA will start working in 2021 to calculate the financial impact that this reform will have in the state budget. Thus, a proposal of such importance will be presented to the Council of Ministers with all its components. This reform will not only increase the motivation of current public servants but will make public administration more attractive to qualified professionals⁹.

⁹ Indicator 7a "Balancing the payroll system and achieving the ratio of 22.1 in 2020 between the maximum and minimum wage" has not changed since 2017 (value 8.6). Target: 22.1. This indicator has not been achieved. Indicator 7b "Increasing the variation/number of positions in the payroll scheme based on job description" will be possible with the completion of the salary reform system in the civil service based on the assessment of the job position, the annual achievements of civil servants and the results in compulsory training. Indicator 7c "The extent to which the reward system of civil servants is fair and transparent and implemented in practice (SIGMA Indicator)", marks the value 3 in its most recent assessment, conducted by [SIGMA in 2017](#).

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 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:



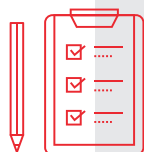
Simplified procedures for the provision of services by facilitating communication with the public and avoiding corruption;



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;



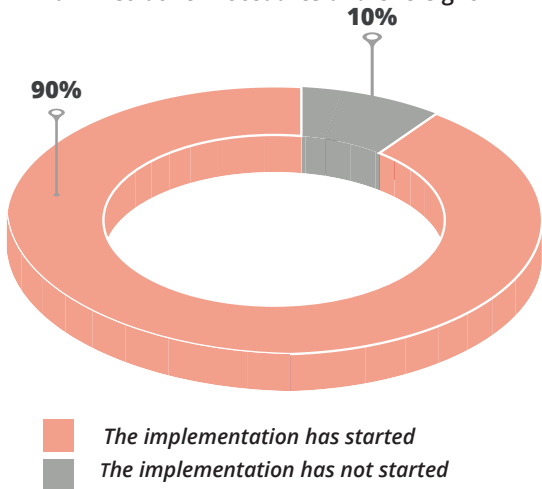
Enhancement of the efficiency and accountability of public officials;



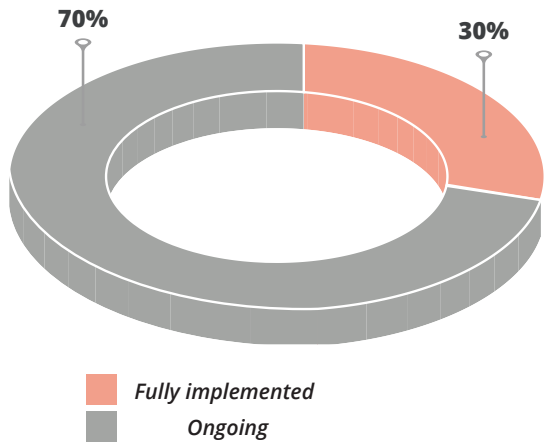
Enhancement of control over the activities of public administration, guaranteeing the rights of citizens and access to information.

Pillar IV “Administrative Procedures and Oversight” foresees the implementation of 30 sub-activities, of which 27 sub-activities have started to be implemented, 2 sub-activities have not started to be implemented and 1 sub-activity is planned to start during 2021 and beyond.

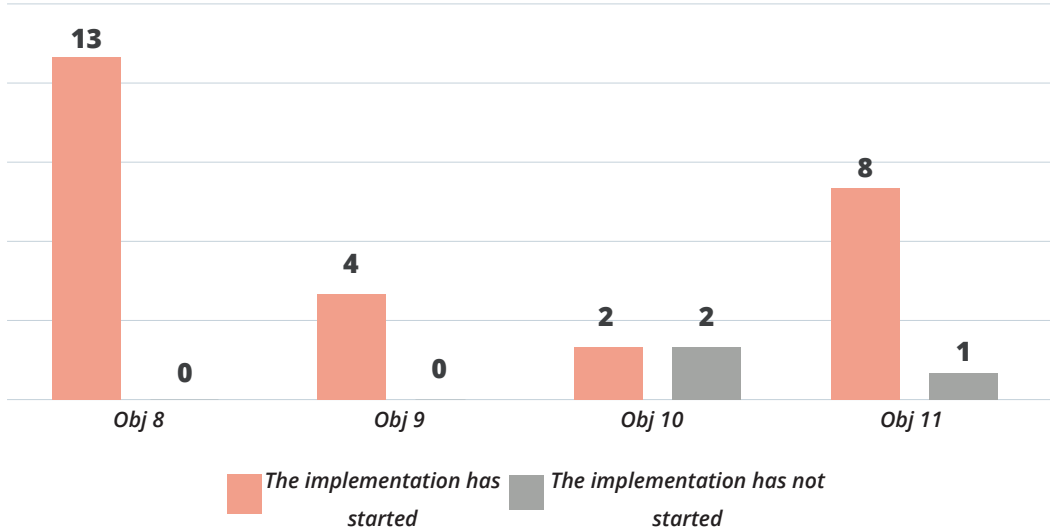
Graph 22 -Progress for political purpose:
Administrative Procedures and Oversight



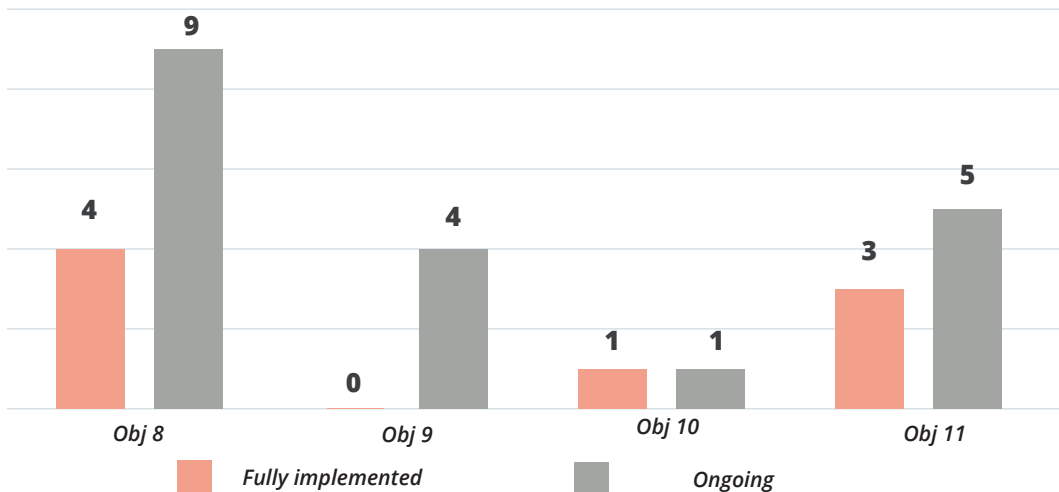
Graph 23 -Status of realization of the political goal:
Administrative Procedures and Oversight



Graph 24 - Number of products to be implemented according to Objectives



Graph 25 - Status of realization of products according to Objectives



Albania has begun the process of transforming public services for quite some time now, firmly believing in changing the citizens' mind-set regarding this new inevitable form of communication with state institutions. In terms of impact, such process translates in a reduction of the service delivery costs, ease of bureaucratic procedures, less time to receive services, but also improvement in the transparency and quality of service delivery.

The Albanian government, as a promoter of the transformation of offline services into online ones, turned the government platform e-Albania into a success story, managed to build a serious image of the state and restore the citizens trust in public institutions.

[e-Albania](#) acts as a single point for the delivery of public services by government institutions, by being the single entry point of access for citizens 24/7 and is connected to the Government Interaction Platform which is the fundamental architecture that allows interaction between 55 electronic systems of public institutions.

Following the long wave of digitalization, which started since 2013, Albania is currently experiencing one of the most important processes of digitalization and transformation of public services in its history. The government is determined to put the institutions at the citizens' full disposal and has fully focused its attention on turning the physical front desks into online ones.

Since January 1st 2020, the new process of delivering public services to citizens and businesses only online has started. Citizens and businesses apply only through the e-Albania platform and it is the public administration employees who collect all relevant documents from the state institutions. All the data and documents from the state institutions are now used and reused, hence facilitating the process for the citizens, who no longer need to collect documents physically at the front offices.

Since January 1st 2020, all documents from the state institutions, which were previously required to be collected by the citizens, are no longer required to be provided in such a way. It is the employee who provides these documents on behalf of the citizen, either by downloading their electronically stamped version from the e-Albania platform or by requesting them to the institution that issues these documents through a dedicated electronic system that NAIS has built exclusively for this purpose.

In this context, since January 1st 2020, all electronic services, for which the citizens and businesses can apply only online, are now being provided with a transformed format, that breaks down the list of enclosed documents in two categories, namely:

- Documents which are simply listed as required, but its not the citizen's responsibility to provide them;
- Documents which include only self-declarations and private documents that must be provided by the citizen.

In order to electronically exchange all the required documents in the citizen's file, a special interaction system (with electronic signature) between all institutions has been built (System for Circulation of Documents with Electronic Signature). This reduces the burden on citizens and businesses and the only documents they have to upload are the self-declarations and documents they receive from private entities.

Through this system, employees request the necessary documents from the institutions that

generate them, and it is the latter that elaborates the request for that document. After being electronically signed by the head of the institution or the official with the responsibility to do so, the document is sent again through the system to the employee who made the request. Finally, the public administration official completes the applicant's file with administrative documents issued by state institutions, and then provides the citizen with the required public service.

In order to reduce as much as possible, the bureaucracies related to public services, a deregulation process has been carried out, specifically to:

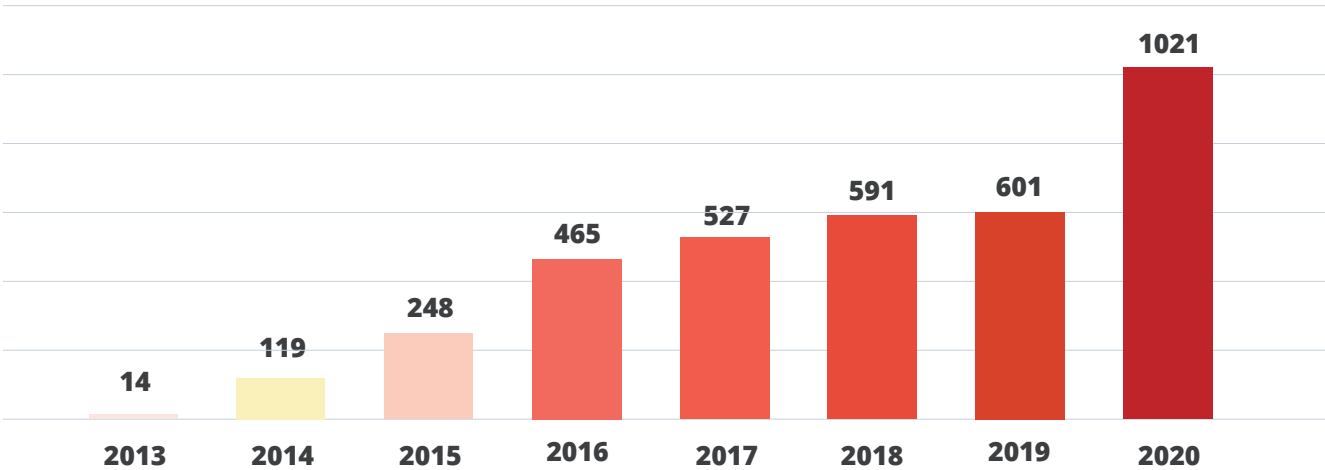
- Reduce the number of enclosed documents required from citizens/businesses;
- Re-engineer the entire process of providing them, in order to reduce the necessary steps to receive the service, digitalize the internal processes while reducing bureaucracy, costs and time for citizens.

In order for the process to be as transparent as possible, after applying online, the citizens are provided with a unique tracking number that enables them to track the status of their application. Through their unique application number, the citizens can also upload additional documents if necessary or if it's requested by the institution at a later stage.

Digital governance is an important indicator of the well-being of the citizens in a country. This is due to the fact that citizens receive automated services from the public sector, which minimizes corruption or abuse of public power, thus making the administration more efficient. The West, hence the legal and well-governed states, cannot be understood without digital governance and it is no coincidence that the most developed countries in the world are the countries that have the most advanced digital governance.

During 2020, the reports of the most prestigious organizations in the world, such as the OECD, the US State Department and the EU, have given Albania high points as regards the digital governance as an important indicator of the well-being of the citizens of a country.

The portal, which offers more than 1000 electronic services, is connected to the Government Interaction Platform which is the fundamental architecture that allows interaction between 55 electronic systems of public institutions.

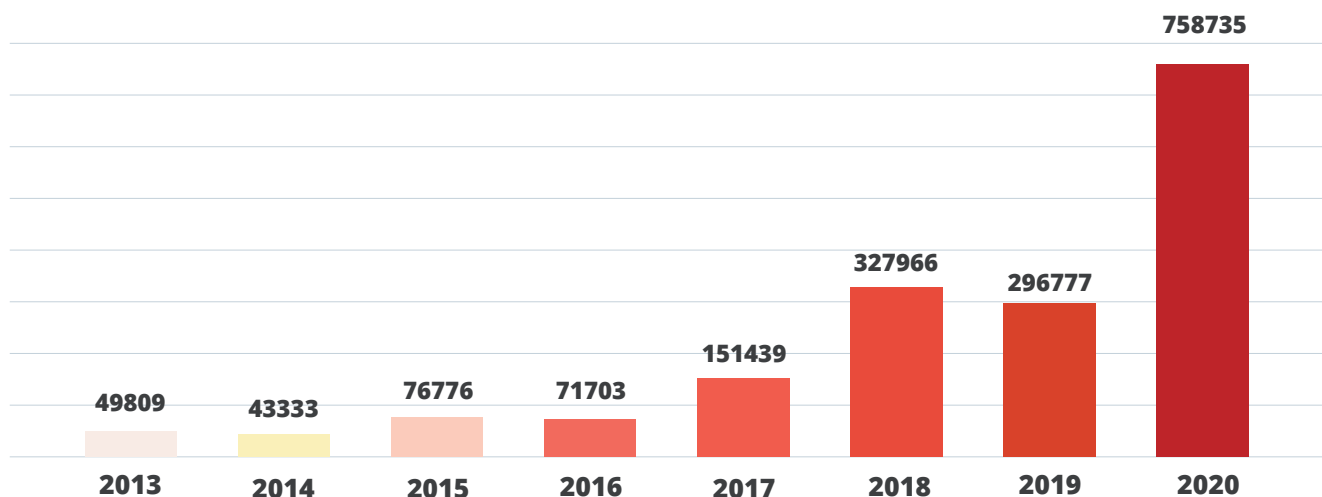


Graph 26 - Number of electronic services level 3 and 4 (UNPAN 2014)

During 2020, 420 new services were added to the portal, increasing their total by 70 times compared to 2013.

Over 4 million electronic stamped documents have been easily obtained by citizens and businesses during 2020 and 758 thousand registered users during 2020 and many others, receive electronic services on the e-Albania portal, thus avoiding corruption and delays.

Also, during 2020, the number of transactions performed in the Government Interaction Platform has increased, counting over 144 million transactions, a number which is 200 times higher than the number of transactions performed during 2013. The number of registered users on the portal is 1,781,674 or 36 times higher than 2013, marking a significant increase as well. In 2020, 758,735 new users were registered on the government portal e-Albania.



Graph 27 - Number of new users, 2013 – 2020

These significant increases in the number of users, services and transactions during 2020, have happened due to the high number of e-services provided in the portal, in order to tackle the emergency situation caused by Covid-19. To reduce the spread of COVID-19, during the pandemic emergency situation, all citizens who had to leave their homes could get a special daily permit through the e-Albania portal. Meanwhile, alternative solutions were offered to those citizens who did not have access to the Internet or to foreign citizens located in Albania, who could apply via an SMS/message.

In terms of facilitating the access of citizens and businesses to electronic services, some important initiatives were undertaken, such as the digital stamp, the module of public administration, which serves for issuing administrative documents to citizens and the System of Circulation of Documents with Electronic Signature. This is another advantage of the e-Albania portal, since now, it is no longer a burden for the citizen to go from one office to another to collect all the documents required to complete the application file for a public service, but the public servant is the one who provides them through the portal. In this context, the training of public administration employees is continuous in order to increase their capacities to provide qualitative and transparent services to citizens.

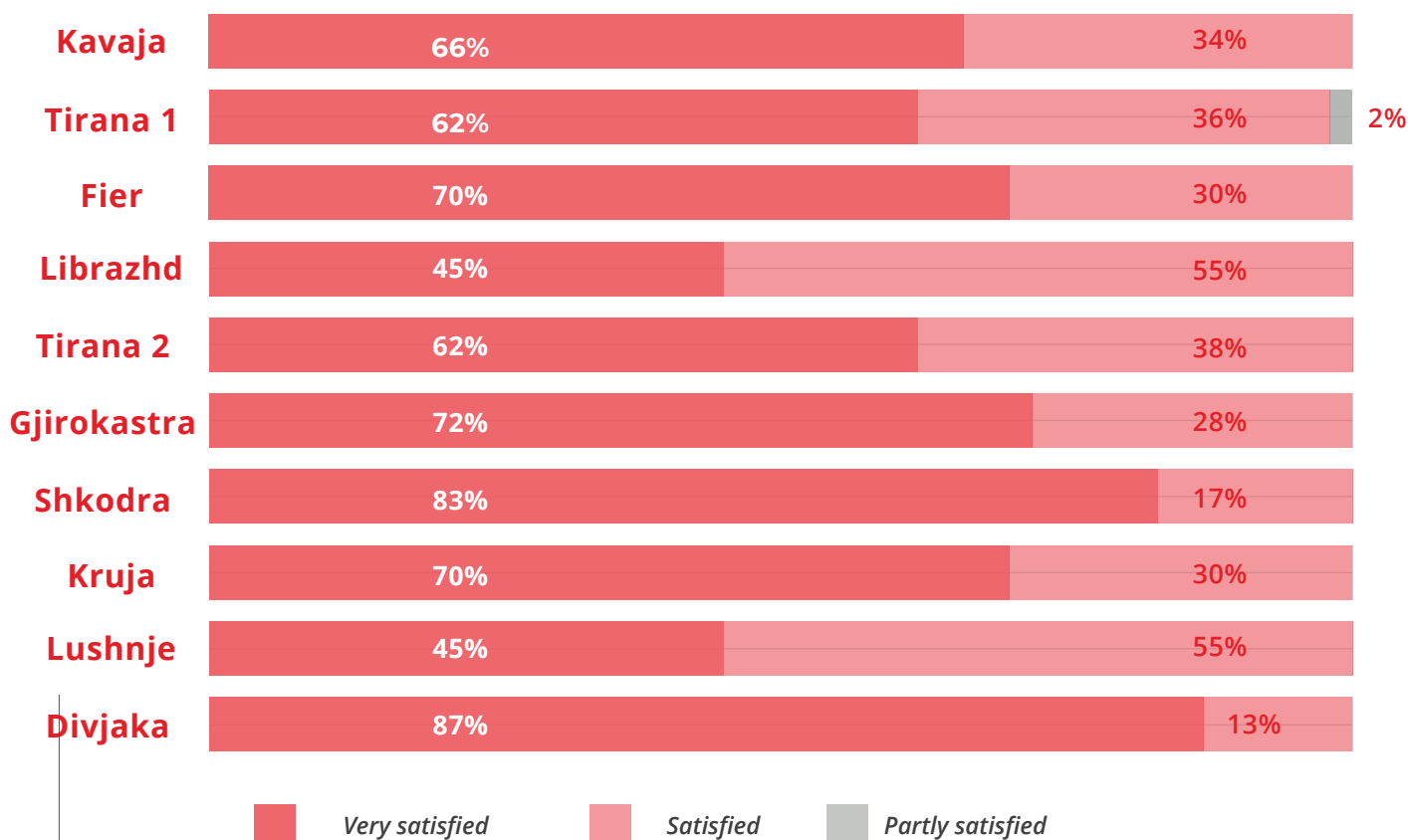
Thus, during 2020, a total of 2300 administration employees have been trained on this module. By the end of 2020, there are 46 documents with electronic stamp that are provided in the module for public administration employees, who deal with the procedures of service delivery in order to improve the availability, quality and transparency of public services and reduce the

implementation time of public administration procedures and costs. Thanks to this service, over 9.5 million documents with electronic stamp have been easily obtained by citizens and businesses, fighting corruption and avoiding delays.

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 receipt of electronic services. Through this functionality, users can give their rating with a score from 1 - 10 stars as well as write a narrative comment to describe in more details their experience on the portal. Since the implementation of this mechanism, over 814,184 evaluations have been given by citizens and businesses where the average evaluation for the electronic services used is 9.2¹².

The monitoring of service quality has continued through conducting direct surveys and measuring waiting time and application time. The measurement of citizens' satisfaction was performed at the front desks in the ADISA Integrated Centers Tirana 1 and 2, Kavaja, Shkodra, Gjirokastra, Divjaka, Lushnje, Kruja, Librazhd and Fier. Based on the data collected during this process most citizens are satisfied with the service received at the front desks³. From the data analysis, it was noticed that the level of citizens' satisfaction in the ADISA Integrated Centers, is high. All citizens say that they are "Satisfied" or "Very satisfied", and only in the Regional Office Tirana 1, 2% of respondents say they are "Somewhat satisfied". Below is a graphic presentation of the level of citizens' satisfaction at ADISA front offices according to direct surveys:

Graph 28 - Level of citizens' satisfaction according to direct surveys



¹ Indicator 9a «Improved IT systems for service delivery», the latest value is 28 for 2019. Target for 2020 was 8 agencies. This indicator has been achieved.

² Indicator 9b «The extent to which the political and administrative preconditions for the delivery of electronic services are applicable» (SIGMA Indicator), marks the value 5 in its most recent measurement, conducted by SIGMA in 2017. SIGMA link for their country assessment reports: <http://www.sigmaindicator.org/publications/Monitoring-Report-2017-Albania.pdf>

³ Indicator 8a «Number of services with simplified procedures for their provision». The most recent value for 2020 is 300. For 2019 and 2018 the indicator value was zero. Achievements against the target level for 2020 were 300 services simplified, consequently the target is met at the level of 100%.



Value 2020



INDICATOR 8B

PUBLIC SATISFACTION (%) TOWARDS THE QUALITY OF SERVICE DELIVERY

Indicator 8b which measures the level of satisfaction on service delivery quality shows an increasing trend. Based on the analyzes of measuring citizens' satisfaction at the front desk offices in the Integrated Centers Tirana 1 and 2, Kavaja, Shkodra, Gjirokastra, Divjaka, Lushnje, Kruja, Librazhd and Fier, this indicator has progressed compared to the periods before the establishments of the ADISA Integrated Centers. Reports on monitoring the quality of services provided show that the public has a high level of evaluation for service delivery. The increasing trend of the percentage of citizen` satisfaction has progressively increased from 2016 to 2020. Achievements against the target level for 2020 have been met thanks to measures taken to improve the quality of service delivery and reduce waiting time at the front desks⁴.

One of the elements that ensures a high quality of services is certainly the professionalism of the public administration. In order to create the conditions and procedures for the implementation of a transparent and objective promotion in the civil service, training needs have been periodically identified by carrying out the Training Needs Analysis (TNA) process.

The needs assessment methodology has already been drafted and approved. The comprehensive training needs assessment started in 2018 and the next assessment took place in December 2020.

In addition to the general needs assessment, a specific training assessment was carried out in four areas:



⁴ Indicator 8c «The extent to which policies for the provision of citizen-focused services have been adopted and applied in practice» (SIGMA indicator) «marks the value 3 in its most recent measurement, [conducted by SIGMA in 2017](#)».

Coaching sessions have been offered to ASPA trainers during 2020 in the framework of capacity building by providing individual online coaching for all employees participating in the trainings. For this purpose, a number of certified trainers who can develop coaching and mentoring have been identified. Currently, this opportunity has been proposed to the Top Management Corp with whom ASPA piloted the training program.

The pilot training programme with existing members of the TMC, a program which is mandatory for attendance at 70%, is now completed. Following the intensive measures and work carried out for the use of platforms and adaptation of the online program, the training for the TMC restarted and the estimated duration for the modules has been kept the same in the online format as well. In addition to the modules provided in the program, the training “Statistics as a tool to assist decision-making and to argue the decisions taken” was provided to this category. The training sessions have been successfully completed in October 2020.

In the framework of the implementation of the program “Administration we want”, also responding to the training needs, several trainings on the topics foreseen in the programme were delivered. In this regard, the two main lines of work:

— — Trainings on management skills: related to the topics foreseen in the programme - leadership, strategic management, project and program management, policy making and management skills. During 2020, ASPA has trained 3273 participants on the work cycle in public administration⁵.

— — Offering the Basic Package online: in the framework of piloting the TMC training programme, online training materials and online classes have been provided. Participants have received online materials for all planned modules. This has been carried out in the other online courses as well, as for each group a virtual class has been created and each participant has been provided access to the materials according to the modules.

Increasing control over the activity of the public administration, guaranteeing the citizens` right and access to information is also an important objective under this pillar⁶.

The [Office of the Commissioner](#) has continued the work related to monitoring of the implementation of law no. 119/2014 “On the right to information”.

The oversight of the implementation of this law is performed through the monitoring of key elements such as (i) the number of Public Authorities that have drafted and/or updated transparency programs, (ii) the number of Public Authorities that have appointed coordinators for the right to information, (iii) the update of the register of requests and responses, reviewing complaints, conducting administrative investigations, conducting hearing sessions and taking decisions and recommendations⁷.

To follow this process during 2020, two new instruments to measure proactive transparency were created:

— — The first instrument: “Proactive Transparency Index of Local Self-Government Units”

⁵ In the areas: strategic planning; policy making; statistics; micro-macroeconomics; advocate; project management; budget drafting and monitoring; legislative techniques; public procurement; audit and financial control; concessions; regulatory impact analysis; decision-making and public investment.

⁶ Indicator 10a “The extent to which the legal framework for good governance is approved and implemented in practice (SIGMA Indicator.)”. The last value of indicator 10a is that of the [SIGMA assessment in 2017](#) where the degree to which the legal framework for good governance has been adopted and implemented in practice has been 3, marking an increase compared to the 2015 assessment, the level of which was 2.

⁷ More detailed information can be found in the progress annex of the Activity Plan 2022-2018, objective 10.

was used during November-December 2020. The measurement system used in this monitoring refers to the 4 main indicators that make the objective assessment of the functional level of [proactive transparency of local self-government units](#).

— —The second instrument: “Proactive Transparency Index of Central and Subordinated Institutions” was used during December 2020. The measurement system used in this monitoring refers to the 5 main indicators that make the objective assessment of the functional level of [proactive transparency of central and subordinated institutions](#).

During this reporting period, there have been positive developments, especially in terms of improving the content of the transparency programs of independent and central institutions.

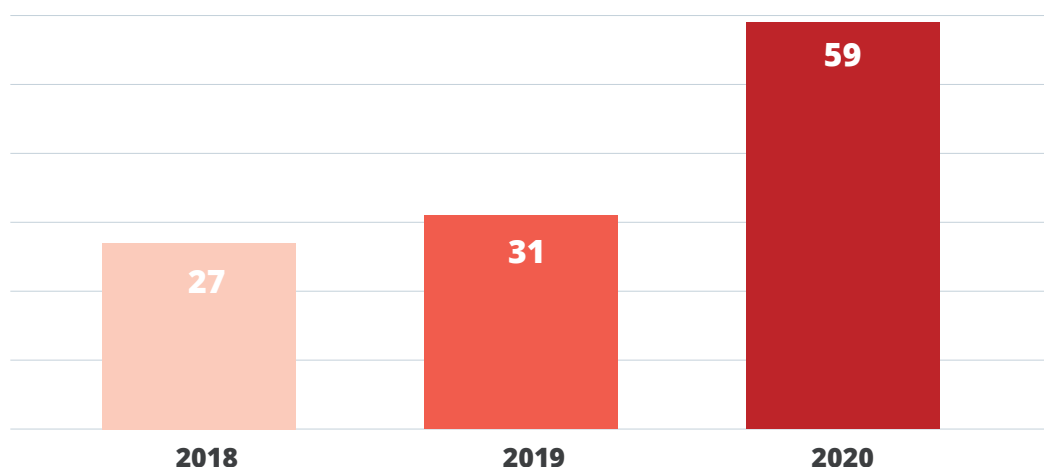
In order to ensure the acquaintance with public information and the availability of more information without the need to issue a request, during 2020, the Commissioner for the Right of Information and Personal Data Protection has been intensively engaged in reviewing the Transparency Program Model for Public Authorities.

The review of the Transparency Program was dictated by the problems encountered during the last 5 years to fill the needs of the citizens, civil society and public authorities themselves to have a model, which is as clear as possible and easily accessible to all.

For this reason, in drafting the new model of the transparency program, the Office of the Commissioner has been focused on specifying the concrete documentation that corresponds to the specific category of information and on presenting it as visually friendly as possible.

TRANSPARENCY PROGRAM		
ABOUT THE AUTHORITY	LEGAL REGULATORY FRAMEWORK	THE RIGHT TO INFORMATION AND COMPLAINT
CONTROL AND MONITORING MECHANISMS OPERATING ON THE PUBLIC AUTHORITY	INFORMATION ON BUDGET AND FINANCIAL DATA OF THE PUBLIC AUTHORITY	INFORMATION ON PROCUREMENT PROCEDURES / COMPETITIVE PROCEDURES OF CONCESSION / PRIVATE PUBLIC PARTNERSHIP
SERVICES PROVIDED BY THE PUBLIC AUTHORITY	PROCEDURES/MECHANISMS FOR GIVING OPINION REGARDING THE PROCESS OF DRAFTING LEGAL/SUB-LEGAL ACTS, PUBLIC POLICIES AND THE FUNCTIONS OF THE PUBLIC AUTHORITY	THE SYSTEM OF DOCUMENTATION PROTECTION, TYPES AND FORMS OF DOCUMENTS
REGISTER OF REQUESTS AND RESPONSES	SOCIAL ASSISTANCE/ SUBSIDIES PROVIDED BY THE PUBLIC AUTHORITY	INFORMATION/DOCUMENTS THAT ARE REQUIRED MOSTLY AND THOSE THAT ARE USEFUL FOR PUBLICATION

Positive development has been identified in relation to the measures taken to put into full operation the central register of requests and responses. The number of public authorities that have installed the Electronic Register of Requests and Responses has almost doubled during 2020.



Graph 29 - Number of public authorities that have installed the Register of Requests and Responses 2018-2020

The monitoring of public authorities has shown that 239 authorities have published on their official websites the transparency program; 236 have published the contacts of the coordinator for the right to information and 137 have published the register of requests and responses in accordance with the provisions of law no. 119/2014 "On the right to information"⁸. Another very important aspect is the handling of complaints that are addressed to the Office of the Commissioner with subject "refusal to provide information". During 2020, 715 complaints to Public Authorities were administered, with the subject "Refusal to provide information and copies of official documents", but with the initiation of the administrative investigation process and the intervention of the Office of the Commissioner, the Public Authorities proceeded with providing information on 472 complaints.



Value 2020

715

INDICATOR 11A

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

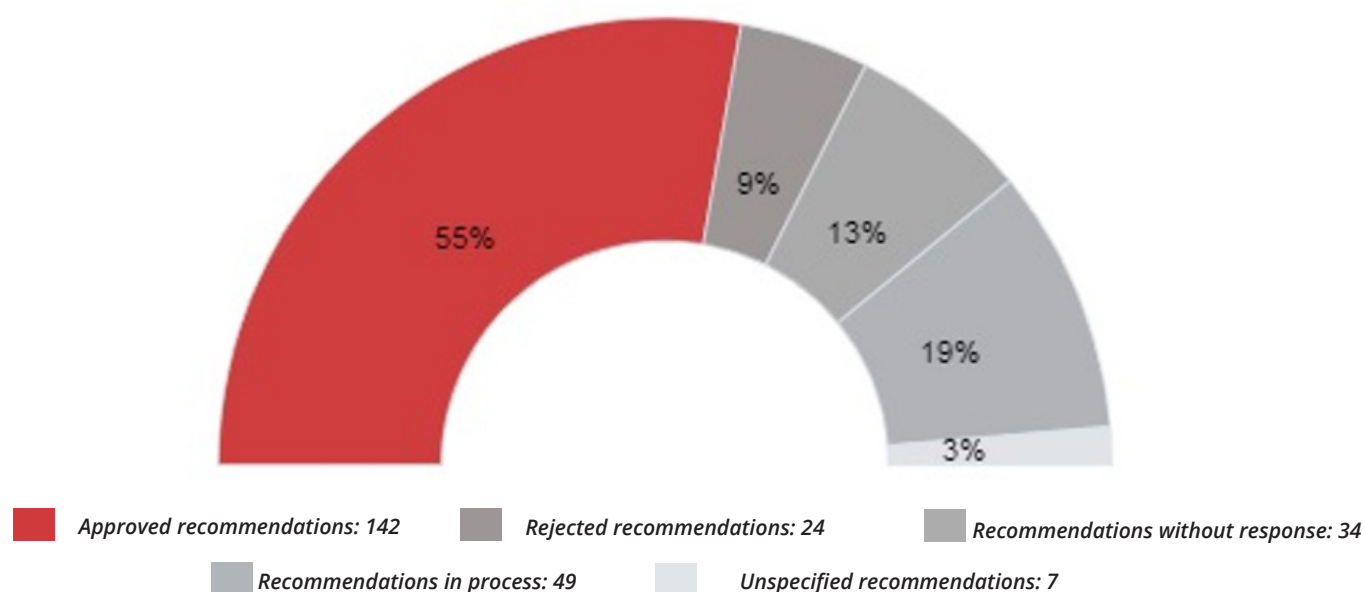
For 2020, **indicator 11a** which represents the number of complaints, has had a decreasing trend. As foreseen in the passport of indicators from 684 complaints reviewed in 2016, 560 complaints were reviewed in 2017, 820 complaints were reviewed in 2018, 786 complaints were reviewed in 2019 and in 2020 the number of complaints addressed was 715.

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 by public authorities, as provided in the passport of indicators, this ratio for 2020 is 0.049%, being almost at the same level as 2019.

Regarding the activity of the Ombudsman, during 2020, a total of 256 recommendations towards Public Administration institutions (central and local) were addressed.

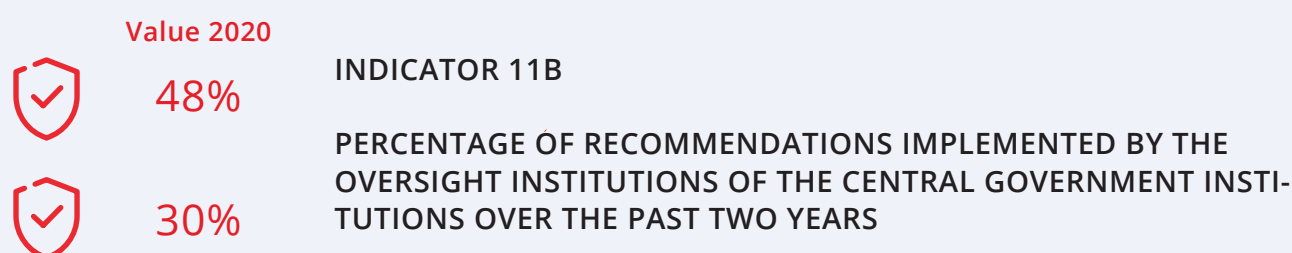
⁸ The Office of the Commissioner for the Right to Information and Personal Data Protection during 2020 has monitored online 417 public authorities (including Local Self-Government Units).

Graph 30 -Status of recommendation



As illustrated above, the number of registered recommendations for 2020 was 256 but 49 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 2020 or early 2021 for inspections conducted in 2020.

In these conditions, in order to enable the reporting of realistic data and generation of the real indicator, the calculation of the indicator will be performed in two forms: (1) on the basis of factual recommendations (200 recommendations) which have been sent to the relevant entities and the procedural deadlines have passed, so a conclusion regarding their acceptance or implementation by the institutions can be drawn, (2) on the basis of the total recommendations addressed during 2020.



In conclusion, based on the analysis of the above statistics, the trend for 2020 shows a decrease in the number of recommendations accepted by the Public Administration institutions, but an increase in the percentage of implemented recommendations. From the total number of addressed recommendations, which is 256, a total of 142 have been accepted, and of these 68 have been fully implemented and 42 have been partially implemented. Hence, referring to the ratio of the fully implemented recommendations with the accepted recommendations, the percentage is 48 %, while for those partially implemented is at the level of 30 %.

Meanwhile, regarding the unanswered recommendations, for 2020 there were 34 unanswered recommendations. Therefore, referring to the ratio between unanswered recommendations and recommendations addressed in total by the Ombudsman, 17 % have no response. As a comparison the values of the sub-indicators for 2019 were 25 % and 66 %.

⁹ This indicator consists of three sub-indicators of which one has been achieved and two have not been achieved: This indicator has not been achieved.

EVALUATION OF THE MAIN ACHIEVEMENTS USING INDICATORS

The passport of indicators is a key document that was drafted with the support of SIGMA and in full cooperation with the responsible institutions and serves to measure the indicators of result level of CCPARS, whose monitoring is based on the methodological description of measuring all indicators.



**Target
achieved
12**



**Assessed every 2
years/or by SIGMA
7**



**Below the
target
9**

Out of the 28 indicators, included in the passport of indicators at the result level, 12 indicators have been fully achieved, namely:

- **—** training of Line Ministry policy-making staff; trained on strategic planning issues;
- **—** increase the quality of impact assessment analysis and evaluation of implementing important legal acts drafted and published;
- **—** increase the percentage of monitoring and evaluation reports for important strategies drafted and published on an annual basis;
- **—** decrease the number of amended legal acts within the first year of approval;
- **—** increase the number of public consultations/presentations organized to discuss monitoring and evaluation reports;
- **—** increase the number of central government services with improved interaction in front desks;
- **—** increase the average number of participants from outside and inside the civil service participating in a recruitment process (indicators 6 b1 and 6 b2);
- **—** decrease the number of complaints related to recruitment in the civil service, received by the court;
- **—** increase the number of services with simplified delivery procedures;
- **—** increase the level of public satisfaction for the quality of service delivery;
- **—** improve IT systems for service delivery;
- **—** the number of complaints filed each year with the Commissioner responsible for freedom of information.

For some of the indicators included in this passport, calculation and evaluation is conducted by SIGMA during their annual monitoring. These indicators are evaluated according to the deadlines set in the methodology and are measured regularly by SIGMA to see their impact in the long run. The latest assessment for these indicators was the one carried out by SIGMA in 2017, however during 2021 the new Monitoring Assessment Report by SIGMA is expected to be [published](#). On the other hand, during the monitoring process, 10 indicators were assessed as not achieved: out of which 5 indicators show an increase in values compared to 2019 but still need more effort to reach the target, 2 of them show a constant trend, and 2 a decreasing one¹. Some of the main problems related to the non-achievement of the indicators have been identified in more detail during the analysis performed for each indicator and have been addressed in the section on problems and risk.

The passport of indicators will be reviewed to analyze the progress, issues and assess the possibility of changes and deadlines based on the argumentation of any possible proposal by the institutions involved in the implementation of CCPARS.

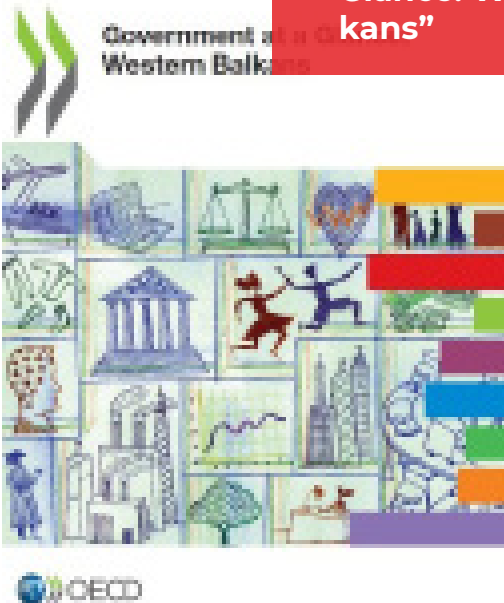
¹ Base value, target value and present value for each indicator part of the passport of CCPARS indicators are referred in <http://dap.gov.al/publikime/dokumenta-strategjik/-64strategjia-ndersektoriale-e-reformes-ne-administraten-publike2020-2015->

COMMUNICATION AND VISIBILITY

A very important element that influences the further progress of the strategy is also the communication and public awareness on the measures taken and the results achieved, in order to be the most transparent possible with the public. Thus, by publishing the progress of the undertaken reforms, a more comprehensive and consolidated impact is intended. Hence, DoPA coordinates with the involved institutions on the organization of various events in order to present the achievements in the area of Public Administration Reform. The main activities in terms of promoting results and the impact of the reform during 2020 have been:



OECD/SIGMA report “Government at a Glance: Western Bal- kans”



The virtual meeting, held on July 8th, 2020, gathered ministerial-level representatives from six countries in the region to discuss the OECD / SIGMA [“Government at a glance” report](#).

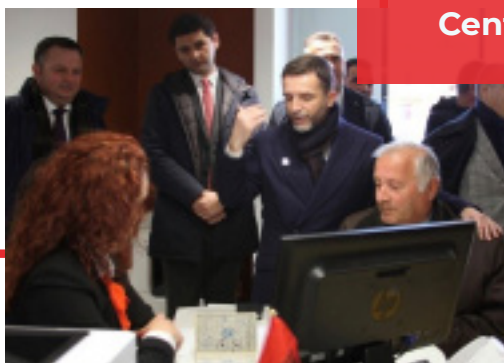
In this meeting the main findings and lessons for the crisis management (COVID-19) were presented and the efforts and measures to further advance the public administration reform during the pandemic were discussed.

The publication presents information on public governance in the Western Balkans region (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, Northern Macedonia and Serbia), comparing them with OECD and OECD-EU countries.

This publication (the first regional) contains 40 indicators on public finances, public employment, governance center, budgeting practices and procedures, human resource management, public procurement, digital governance and citizen service. These indicators provide important standards for public administration systems, practices and performance.



The inauguration of the Public Service Delivery Center in Lushnja



The Integrated Public Services Delivery Agency ADISA, inaugurated in January 2020 its seventh integrated Center in the city of Lushnja, where all services will be delivered to the citizens with modern conditions and standards.

ADISA integrated center in the city of Lushnja, will assist citizens for over 472 public services at 14 counters. Also this center offers about 68 Local Services of the Municipality and serves an average of 200 citizens per day.

This center has all the European standards for the delivery of public services and thus enables modern facilities that provide access for all citizens in the best conditions.



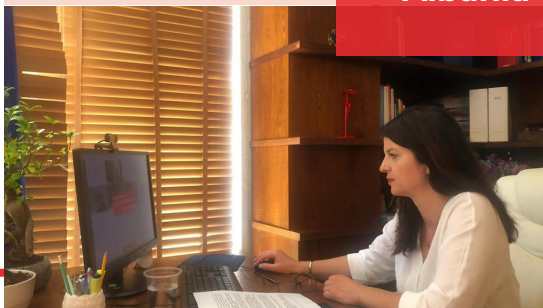
Transparency

In order to raise public awareness on the right to information, during 2020, the Office of the Commissioner, has launched the monthly publication of the Newsletter "Right for Information". This newsletter, which informs the readers every month on the latest developments regarding the right to information, is designed as a new bridge of communication between the office of the Commissioner, Coordinators for the right to information and citizens interested in learning more on their right to access public information.



ONLINE RECRUITMENT TO THE CIVIL SERVICE
IN ALBANIA
AS A RESPONSE TO THE COVID-19 CRISIS

Online recruitment in Albania

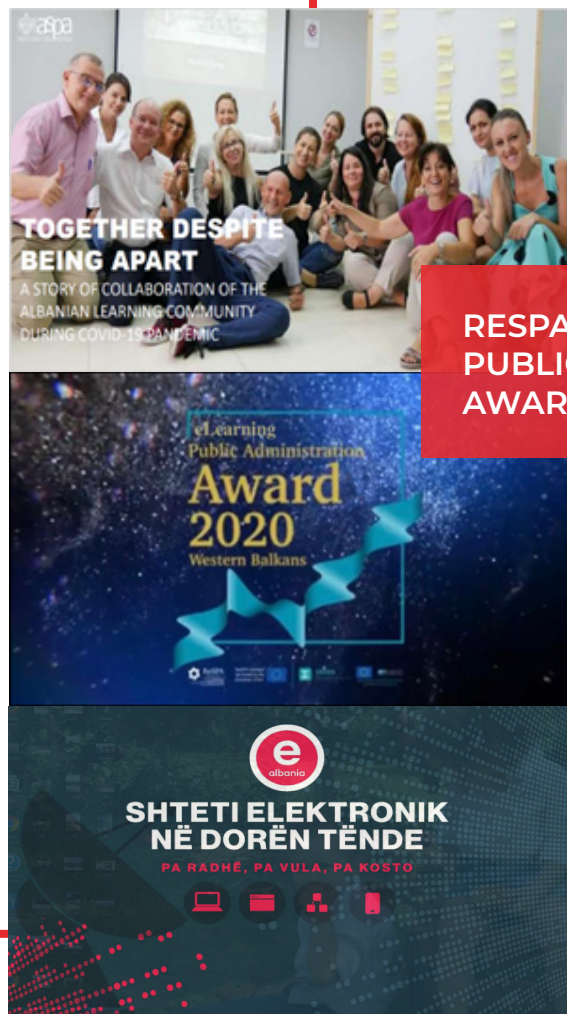


Measures taken in the country to address the Covid challenge and conduct online civil service recruitment procedures were considered a good practice in the region and beyond and were presented in meetings with representatives of Western Balkan administrations and other international structures.

Thus, with the support of the Council of Europe, an informative video on the main achievements of the country in the field of Human Resource Management with the platform administrata.al and online recruitment was published. The presentation was made by Ms. Albana Koçiu, Director of DoPA and at the same time a member of the Bureau of the European Committee for Democracy and Governance (CDDG).

Also, in cooperation with SIGMA / OECD a paper on the development of fully online civil service recruitment in Albania was prepared. This paper was presented at a virtual meeting organized by SIGMA/OECD in response to requests to discuss in more details the online recruitment practices applied in Albania.

During the presentation, Ms. Koçiu shared with colleagues from the region and EU countries, the steps taken during these years in the country towards the digitalization and improvement of the recruitment process, which provided a solid basis for the realization of the transformation of these procedures fully online.



RESPA & OECD/SIGMA PUBLIC ADMINISTRATION AWARDS

Albania won two important awards at the “Public Administration Awards” ceremony organized by ReSPA and OECD/SIGMA during 2020.

In the field of capacity building of employees in the public administration, ASPA with the application “Together, despite being far away - a history of cooperation during the COVID-19 pandemic” has been awarded with the “Public Administration Award 2020”, in the category of e-Learning. During the pandemic, ASPA has adapted rapidly to the new circumstances, conducting all courses online.

The National Agency for Information Society has been awarded with the Digital Governance Award for implementing practices, initiatives, online services and effective measures to tackle the pandemic crisis. During the pandemic, the e-Albania portal was the main point where the services were provided. During 2020, among other things, more than 6 million permits were issued in the platform, a process made possible thanks to the linkage of the back office with the main integrated registers already on the portal.

Action Plan 2018 – 2022											
Number of activity	Description of activity	Number of sub-activity	Description of sub-activity	Reporting/responsible institution	Other responsible institutions	Start date	End date	Manner of performance measurement	Progress of implementation of activities		
Objective 1 - Improved planning and coordination policies to draft government strategic documents, which turn priorities into concrete actions											
Activity 1.1	Improvement of the process and quality of drafting and monitoring strategic documents	Sub-activity 1.1.1	Drafting of a methodology for the preparation of strategic documents (strategies, programs, action plans, policy papers, etc.).	Department of Development and Good Governance	Ministry of Finance and Economy	Quarter III 2019	Quarter IV 2020	Methodology drafted	Regarding the drafting of the methodology for the preparation of strategic documents (strategies, programs, action plans, policy documents, etc.), the structural manuals of the IPSS system have been prepared and the draft law on strategic planning has been prepared by a dedicated expertise through IPS TF.		
		Sub-activity 1.1.2	Drafting of the legal package for Integrated Planning System Information System (IPSS) functionality	Department of Development and Good Governance	National Agency for Information Society/ Working Group	Quarter I 2020	Quarter IV 2022	Complete regulatory package drafted and adopted (1 Decision of the Council of Ministers on Integrated Planning System Information System (IPSS) as an e-register; 1 Decision of the Council of Ministers on Integrated Planning System Information System (IPSS) functionality; 2 Council of Ministers orders on Integrated Planning System Information System (IPSS) modules related to the preparation of strategies, action plans, monitoring reports, programs, IPS calendar; Changes to the Annual Mid Term Budget Program (MTBP) Guidelines)	The Decision of the Council of Ministers no. 290, dated 11.4.2020 "On the establishment of the state database of the Integrated Planning Information System (SIP/IPSS)" has been approved.		
		Sub-activity 1.1.3	Full functioning of the Integrated Planning System Information System - IPSS ("go live" for Integrated Planning System Information System (IPSS) in 2019)	Department of Development and Good Governance	National Agency for Information Society/ Working Group	Quarter I 2020	Quarter IV 2020	Monitoring reports on system performance	The full functioning of the Information System for the Integrated Planning System - IPSS has been approved through letter No. 3145, dated 08.07.2020. "On the issuance of OAT" where it has been approved by NIAS as the managing authority. Meanwhile, the Decision of the Council of Ministers no. 290, dated 11.4.2020 "On the establishment of the state database of the Integrated Planning Information System (SIP/IPSS)", point 14 provides for a transitional period of 12 months for full operation and preparation of performance reports. All the above measures have been taken to standardize the performance reports / monitoring reports of the strategic framework through (i) drafting specific guidelines and (ii) manuals distributed to all line institutions / ministries.		
		Sub-activity 1.1.4	Capacity building of the Department of Development and Good Governance & line ministries to monitor policies / strategies / action plans / development programs in line with Integrated Planning System Information System (IPSS) & Albanian Financial Management Information System (AFMIS) methodologies	Department of Development and Good Governance	Albanian School of Public Administration/ Ministry of Finance and Economy/ Line Ministries	Quarter III 2019	Quarter IV 2019	Number of policies staff in line ministries trained	1. In the framework of the functioning of the Information System (IPSS) in order to increase the quality of policy-making and respect the principles of integrated planning, better use of resources, increase performance and accountability, the following trainings have been continuously developed with more than 220 employees trained and familiar with the practices and procedures of the system, more specifically: During the first six months the following trainings were conducted: a) 10-day training (04 - 15 May) ToT on Policy Network in line ministries (65 participants); b) Training for 50 users of the IPSS system with 5 networks / main / primary users of the IPSS system / Policy Network in line ministries. During the second half of the year the following trainings were conducted: a) webinars focused on standardization of procedures through the IPSS system regarding (i) initiation of the new strategic framework and (ii) performance reports (110 participants); within the IPSS system during 2020, bilingual system manuals (EN & AL) were developed as well as specific methodological guides related to the strategic framework monitoring module. The manuals were distributed to users and were the main basis of the curriculum for specific training for this system module.		
		Sub-activity 1.1.5	Drafting of a training manual for line ministries staff about monitoring the strategic framework (strategies/programs/policies/sectors) and staff training	Department of Development and Good Governance	Albanian School of Public Administration/ Line Ministries	Quarter III 2019	Quarter IV 2019	Training Manual on Strategic Framework Monitoring Number of staff trained	1. In the framework of the functioning of the Information System (IPSS) in order to increase the quality of policy making and respect the principles of integrated planning, better use of resources, increase performance and accountability, the following trainings have been continuously developed (400 total users trained during 2020): a) 10-day training (04 - 15 May) ToT for 150 IPSS users with 5 networks / key / primary users of the IPSS system (a. Mapping of 5 networks / categorization of key users of the IPSS system); ToT Network Policies in line ministries (65 participants); ToT European Integration Network in line ministries (25 participants); ToT Strategic Projects Network in line ministries (25 participants); ToT Program Network in line ministries (25 participants); ToT Regulatory Network in line ministries (25 participants); b) Training for 50 users of the IPSS system with 5 networks / main / primary users of the IPSS system / Policy Network in line ministries. c) Finalization of 25 structural manuals of the IPSS system and 15 manuals for quality and management of data / performance indicators in order to develop the capacity to ensure the standards provided for the use of the IPSS system; d) 8 dedicated workshops / training of 120 system users (June) with system users / line ministries for methodological framework related to data quality / Performance Indicators in 8 dedicated workshops related to 4 sectors: (i) justice and home affairs (ii) finance and economy (iii) social protection and health and (iv) infrastructure and energy (4 training reports after the completion of dedicated workshops); e) webinars focused on standardization of procedures through the IPSS system related to (i) initiation of the new strategic framework and (ii) performance reports (110 participants).		
		Sub-activity 1.1.6	Capacity building and drafting of the training manual on the use of Integrated Planning System Information System (IPSS) for users of different levels	Department of Development and Good Governance	Ministry of Finance and Economy/Line Ministries	Quarter IV 2019	Quarter IV 2020	Training Manual on the Use of Integrated Planning System Information System (IPSS) Number of staff trained	1. In the framework of the functioning of the Information System (IPSS) in order to increase the quality of policy-making and respect the principles of integrated planning, better use of resources, increase performance and accountability, the following trainings have been continuously developed (400 total users trained during 2020): a) 10-day training (04 - 15 May) ToT for 150 IPSS users with 5 networks / key / primary users of the IPSS system (a. Mapping of 5 networks / categorization of key users of the IPSS system); ToT Network Policies in line ministries (65 participants); ToT European Integration Network in line ministries (25 participants); ToT Strategic Projects Network in line ministries (25 participants); ToT Program Network in line ministries (25 participants); ToT Regulatory Network in line ministries (25 participants); b) Training for 50 users of the IPSS system with 5 networks / main / primary users of the IPSS system / Policy Network in line ministries. c) Finalization of 25 structural manuals of the IPSS system and 15 manuals for quality and management of data / performance indicators in order to develop the capacity to ensure the standards provided for the use of the IPSS system; d) 8 dedicated workshops / training of 120 system users (June) with system users / line ministries for methodological framework related to data quality / Performance Indicators in 8 dedicated workshops related to 4 sectors: (i) justice and home affairs (ii) finance and economy (iii) social protection and health and (iv) infrastructure and energy (4 training reports after the completion of dedicated workshops); e) webinars focused on standardization of procedures through the IPSS system related to (i) initiation of the new strategic framework and (ii) performance reports (110 participants).		
		Sub-activity 1.1.7	Design and customization of Integrated Planning System Information System (IPSS) platform for Local Government Units use. Piloting of the system implementation in 5 municipalities	Department of Development and Good Governance	Local Government Units	Quarter IV 2020	Quarter IV 2022	Number of municipalities implementing Integrated Planning System Information System (IPSS)	In the framework of activity 1.1.7 related to the design and adaptation of the IPSS platform for use by Local Government Units, the preliminary steps of analysis and drafting of the plan have been developed, which will guarantee in a structured way the piloting and then the implementation and extension of the system for all Local Government Units. The following activities have been carried out as follows: a) Preparation of an in-depth / Comprehensive Need Assessment (CNA) analysis related to KPIs and Institutional Capabilities (a comprehensive analysis with innovative methodologies with ranking components including analysis of 75 strategies / 1592 KPIs; all LM and 30 LGUs); b) Preparation of the National Systemic Data Plan / System Data Plan (NSDP) 2027 for the IPSS system (complete package which provides the measures that will be needed in the short / medium term and long-term measures for the full functioning of the IPSS system); c) 1 workshop / webinar for discussion / consultation through the Thematic Policy Making Group related to (i) CNA and (ii) National Systemic Data Plan 2027 with the participation of 80 guests (i) ML (ii) LGU (iii) donors.		
		Sub-activity 1.1.8	Drafting and updating of standard toolkit for the functioning of the working groups of the "Administration we want" Program	Department of Public Administration		Quarter I 2019	Quarter IV 2021	Standard templates drafted/updated	Standard models / formats continued to be used for the functioning of the working groups of the "Administration we want" program, such as: (i) model for the annual network activity plan; (ii) template for attendance list; (iii) model for the meeting agenda; (iv) model for meeting minutes; It should be taken in consideration that this activity is ongoing and the formats are updated as needed which can be addressed by network members or the program in general.		
Activity 1.2	Improvement of instruments for development and good governance policies at central and sector level	Sub-activity 1.2.1	Drafting of a Roadmap for the Millennium Development Goals (preliminary phase as part of the process of preparing the National Strategy beyond 2020)	Department of Development and Good Governance	Working Group	Quarter III 2018	Quarter III 2020	Roadmap drafted and approved	The aim is to synchronize the 2020 vision with the implementation of the NSDI and to create a synergy of the two processes. Further efforts are needed to include SDGs in the NSDI III and sectoral strategies, policies and national plans. These efforts will be essential for successful implementation. A planning process, initiated with the revision of the NSDI II, aims to prepare the medium-term vision for the planning framework and to include the SDG framework in this process. Ideally, the 2020 Vision should be drafted and presented together with the next phase of the NSDI. To approximate these processes, indicators from the SDG monitoring framework group will be used as much as possible (when applicable and significant) as a tool for planning the next phase of the NSDI and the same recommendation applies to mechanisms for monitoring progress with the work of the NSDI. This approach will be taken into account in the local context and the priority of available indicators as it has already shown that not all SDG indicators are necessarily important in the Albanian context. The Millennium Development Goals Roadmap was discussed with the thematic groups and the consolidated package was discussed at the SDG Technical Committee on February 20, 2020.		
		Sub-activity 1.2.2	Review the legislation and regulatory framework on the functioning of Integrated Policy Management Groups (IPMGs) and/or SWGs to address challenges in government structures and change of functions	Department of Development and Good Governance	Ministry of Finance and Economy/Ministry for Europe and Foreign Affairs	Quarter II 2018	Quarter IV 2018	Revised documents	The legal basis for the establishment of the Mechanism was finalized with the approval of Order No. 157, dated 22.10.2018. "On taking measures to implement the broad sectoral / cross-sectoral approach and the establishment and functioning of the sectoral / cross-sectoral integrated mechanism" which defined the establishment of 5 Integrated Policy Management Groups (IPMG) and 5 Sectoral Steering Committees (SSCs). During the period January-June 2019, work continued on the establishment of responsible structures as well as raising awareness and capacity regarding the functioning of the mechanism. The General Secretariat for the Mechanism has been set up and is fully operational. The work has continued with the finalization and approval of the legislative package for the functions and tasks of the respective Technical Secretariats. At the same time, a coordination process has been established with the Donor Technical Secretariat and the EUD in order to provide leadership in sector support and the active participation and engagement of DIPs across the sector. During the period January-June 2019, 17 high level IPMG / SSC meetings were organized and 26 Thematic Group meetings. The first three meetings of the General Secretariat (GS) focused on approving the calendar of activities of the Mechanism as well as approving the formats of periodic reporting and the operational guide of the mechanism and approving the working calendar of technical assistance for the methodological preparation of meetings of IPMGs in the role of Sectoral Monitoring Committees.		
		Sub-activity 1.2.3	Drafting and regular updating of the tool kit for the functioning of the Good Governance Integrated Policy Management Groups (IPMGs) & Operational Guidelines/Integrated Policy Management Groups (IPMGs) Progress (revision of Good Governance Integrated Policy Management Groups (IPMGs) Regulatory Framework)	Department of Development and Good Governance	Ministry for Europe and Foreign Affairs/ Ministry of Finance and Economy & Line Ministries	Quarter II 2018	Quarter IV 2020	Toolkit prepared	Standard formats have been prepared to identify the progress of the mechanism. During 2020, the Performance Report for 2019 was drafted and for 2020, work was done to identify the Mechanism Effectiveness Index. Also, during 2020, the process was coordinated with the technical assistance of the mechanism for improving the methodological framework, in order to consolidate and establish some standard parameters related to the efficiency of all structures provided in the Prime Minister's Order no. 157, dated 22.10.2018, "On taking measures for the implementation of the broad sectoral / cross-sectoral approach as well as the establishment and functioning of the integrated sectoral / cross-sectoral mechanism".		
		Sub-activity 1.2.4	Systematic functioning of the Policy-making Thematic Group, as well as the establishment of the policy-making network with policy units in the Line Ministries	Department of Development and Good Governance	Ministry for Europe and Foreign Affairs/ Ministry of Finance and Economy & Line Ministries	Quarter III 2018	Quarter I 2019	Number of the meetings of the Policy-making Thematic Group Number of meetings of the Line Ministries policy-making network	The thematic policy-making group is in function, pursuant to the Prime Minister's Order no. 157, dated 22.10.2018, "On taking measures for the implementation of the broad sectoral / cross-sectoral approach and the establishment and functioning of the integrated sectoral / cross-sectoral mechanism". During the six-month period 2020 the thematic policy group held a meeting / webinar for discussion / consultation through the Thematic Policy Group on (i) CNA and (ii) National Systemic Data Plan 2027 with the participation of 80 guests (i) ML (ii) LGU (iii) donors.		
		Sub-activity 1.2.5	Finalization of the integrated activity calendar of Integrated Policy Management Groups (IPMGs) and SMCs	Department of Development and Good Governance		Quarter I 2019	Quarter IV 2022	Integrated Calendar	For 2020 pursuant to order no. 157, dated 22.10.2018, of the Prime Minister, "On taking measures to implement the broad sectoral / cross-sectoral approach and the establishment and functioning of the integrated sectoral / cross-sectoral mechanism" and following the letter no. 6518 prot., dated 31.12.2019, in March 2020, the Integrated Calendar for 2020 was finalized. For the finalization of the package, 10 dedicated workshops were held and the standard procedures for the orientation of the Secretariats were followed. Also, the Annual Plans in coordination with the Integrated Calendar have been finalized in order to interact with all actors within the sectors organized according to IPMG / SSC / TG in order to have the possibility of coordination and harmonization of processes within the Integrated Planning System (IPS) as the main system that defines the tools and mechanisms for an integrated public policy planning, ensuring an efficient and effective allocation of financial resources. The Integrated Calendar and the complete package for 2020 in accordance with the recommendations of PAIR SG was officially sent to the services of the European Commission.		
		Sub-activity 1.2.6	Finalization of Progress Report (semi-annual and annual) of Integrated Policy Management Groups (IPMGs) / SMCs activity and Thematic Groups in terms of composition	Department of Development and Good Governance		Quarter II 2019	Quarter IV 2022	Semi-annual and annual progress reports	For the year 2020 in implementation of the order no. 157, dated 22.10.2018, of the Prime Minister, "On taking measures for the implementation of the wide sectoral / cross-sectoral approach and the establishment and functioning of the integrated sectoral / cross-sectoral mechanism" and pursuant to the letter no. 6518 prot., dated 31.12.2019, in March 2020 was finalized the Annual Report 2019 for the sectoral / cross-sectoral management mechanism integrated in three reporting levels: a) Integrated policy management groups in priority areas (priorities); b) Sectoral steering committees within sectors of particular importance for government reform; c) Thematic groups within specific sectors of the respective priority area. The report was discussed in accordance with the methodology at the IPMG General Secretariat / where it was agreed and approved.		
		Sub-activity 1.2.7	Finalization of the dedicated Progress Report (semi-annual and annual) on the role of Integrated Policy Management Groups (IPMGs)/SMCs as IPA Sector Monitoring Committees	Department of Development and Good Governance	Secretary General	Quarter II 2019	Quarter IV 2022	Semi-annual and annual progress reports	For 2020, pursuant to the order no. 157, dated 22.10.2018, of the Prime Minister, "On taking measures for the implementation of the broad sectoral / cross-sectoral approach and the establishment and functioning of the integrated sectoral / cross-sectoral mechanism", which provides that IPMG / SSC play the role of Sector Monitoring Committee for IPA projects (IPA-Sector Monitoring Committee), ensuring the monitoring of IPA funds by sectors, in compliance with Article no. 53 of the framework agreement with the EU and in accordance with the relevant methodologies, 12 progress reports have been drafted in 6 IPA 4 areas. For 2020 due to the COVID-19 situation all procedures were conducted through written proceedings. More specifically, during 2020, 12 progress reports were drafted and finalized in two cycles (first semi-annual / second semi-annual). More specifically: 2 Committee reports IPA II: Rural Development and Agriculture, 2 Committee reports IPA II: Transport and Energy, 2 Committee reports IPA II: Competitiveness and innovation, 2 Committee reports IPA II: Employment, Education and Social Policy, 2 Committee reports IPA II: Good Governance and Democracy and 2 Committee reports IPA II: Rights and the rule of law.		
		Sub-activity 1.2.8	Finalization of the package of instructions, guides and position notes about the functioning of Integrated Policy Management Groups (IPMGs)/SMCs	Department of Development and Good Governance		Quarter I 2019	Quarter IV 2022	Package finalized	During this period, the process is being coordinated with technical assistance in order to guarantee a consolidated methodological framework that will validate the process for drafting the Performance Report / progress report for the mechanism in accordance with the respective deadlines set in implementation of activity 1.2.8 and all the necessary infrastructure is being created for the standardization of procedures for the functioning of IPMG / SSC / TG pursuant to the Order No. 157, dated 22.10.2018, of the Prime Minister, "On taking measures to implement the broad sectoral / cross-sectoral approach and the establishment and functioning of the integrated sectoral / cross-sectoral mechanism".		
Activity 1.2	Improvement of instruments for development and good governance policies at central and sector level	Sub-activity 1.2.9	Finalization of the Good Governance Cross-cutting Program	Department of Development and Good Governance		Quarter IV 2020	Quarter IV 2022 and beyond	Good Governance sector program	During this period, the process is being coordinated with technical assistance in order to guarantee a consolidated methodological framework that will validate the process for drafting the Performance Report / progress report for the mechanism in accordance with the respective deadlines set in implementation of activity 1.2.8 and all the necessary infrastructure is being created for the standardization of procedures for the functioning of IPMG / SSC / TG pursuant to the Order No. 157, dated 22.10.2018, of the Prime Minister, "On taking measures to implement the broad sectoral / cross-sectoral approach and the establishment and functioning of the integrated sectoral / cross-sectoral mechanism".		
		Sub-activity 1.2.10	Drafting of the package of the Progress Report about Public Administration Reform in the frame of PAIR SG	Department of Development and Good Governance		Quarter IV 2020	Quarter IV 2022	Package finalized	The coordination of the consolidated package for the High Level Committee of the Special Group for Good Governance and Public Administration coordinated with the European Commission, in order to advance the Good Governance agenda during 2020 accomplished: a. 1 Consolidated Progress Report on Good Governance and Public Administration / addressed 36 recommendations / 12 coordinating institutions in 5 areas: good governance framework: 34% of recommendations; public finance 14% of recommendations; policy development 22% of recommendations; civil service 22% of recommendations and accountability and services 8% of recommendations); b. 1 consolidated Discussion Paper on Good Governance and Public Administration / addressed 30 recommendations / 12 coordinating institutions in 5 areas: good governance framework: 18% of recommendations; public finance 18% of recommendations; policy development 25% of recommendations; civil service 18% of recommendations and accountability and services 21% of recommendations); c. 1 High Level meeting of the Special Group on Good Governance and Public Administration in coordination with the European Commission; (June 2020) d. 1 meeting of the technical level preceding the High Level of the Special Group for Good Governance and Public Administration in coordination with the European Commission / 1 package with additional questions; e. 1 Guideline with measures in the framework of the Operational Conclusions, written based on the criteria related to the applicability of the measures; f. 1 standardized / structured package to address 103 additional questions sent by the European Commission in 5 areas of good governance coordinated with all institutions; g. 103 answers to additional questions have been sent / confirmed. h. Operational Conclusions have been processed and the cycle of the package is finalized.		
		Sub-activity 1.2.11	Drafting of the national and regional policy assessment report	Department of Development and Good Governance & Policy-making Thematic Group	Line Ministries and OECD	Quarter IV 2019	Quarter IV 2020	Report finalized	Regarding the drafting of the regional report, the support and initiation was through OECD / SIGMA for the six countries of the Western Balkans. The regional report "Glance Report" was completed and was launched the presentation with senior representatives of the six countries, OECD / SIGMA and the European Commission. The Regional Report contains reforms in 10 areas of analysis where the field of Public Governance and European Integration occupies the largest volume. (Report finalized)		
		Sub-activity 1.2.12	Drafting of the strategy for a better regulatory framework / better regulation multi-action annual plan and action plan	Department of Development and Good Governance & Regulatory and Compliance Department	Line Ministries	Quarter II 2020	Quarter I 2021	Strategy and Action Plan drafted	With the support of technical assistance for Consultation and Impact Assessment, the approach of drafting the Policy Concept Paper for the Good Regulatory Framework was agreed, which has addressed several options and the process for financial analysis is continuing to be consolidated in 2021 as expected		
		Objective 2: Transparent and all-inclusive system of drafting laws, which is based on the policies and, which ensures alignment with the acquis communautaire									
		Sub-activity 2.1.1	Drafting of Operational Guidelines for Line Ministries for conducting the public consultation process and functioning of the public consultation e-register	Department of Development and Good Governance & Regulatory and Compliance Department	National Agency for Information Society	Quarter II 2018	Quarter IV 2018	Operational Guide drafted	The methodological guide was drafted in collaboration with SIGMA and the OECD and was fully completed in Quarter IV 2018.		
		Sub-activity 2.1.2	Training / Capacity Building for Responsible Staff at Line Ministries on the Use of the Public Consultation E-Platform	Department of Development and Good Governance & Regulatory and Compliance Department	National Agency for Information Society / Albanian School of Public Administration	Quarter II 2018	Quarter IV 2018	Staff trained	Fully implemented / During January-December 2018, in order to improve the public consultation process, two workshops were held dedicated to the network of coordinators for public consultations together with NIAS in order to get known with the electronic register, the importance of the public consultation process, drafting the pipeline of planned and approved / consulted acts etc. A workshop with SIGMA / OECD was also held together with LM to identify problems encountered during the public consultation process to discuss possible ways to solve the problems as well as to develop a methodology with the help of this expertise.		
		Sub-activity 2.1.3	Drafting and periodic updating of the public consultation manual (for the public and experts) to facilitate participation in public consultation through the use of the e-consultation register	Department of Development and Good Governance & Regulatory and Compliance Department	National Agency for Information Society	Quarter II 2018	Quarter IV 2020	User Manual drafted	A methodological guide for public consultation has been drafted in cooperation with SIGMA which aims to strengthen and improve the process by focusing on several components. The focus, among other things, is to improve the electronic public consultation platform to make it as effective and user-friendly as possible and to devise several communication campaigns in order to increase citizen participation in the process.		
Sub-activity 2.1.4	Publication in the system of consolidated reports that present the level of reflecting the public comments	Department of Development and Good Governance & Regulatory and Compliance Department	National Agency for Information Society	Quarter II 2018	Quarter IV 2018	Platform functionality improved	The activity was completed in accordance with the procedures. The drafting of the manual for the use of the public consultation register has been completed.				

Objective 6: Improved capacities for the implementation of civil service legislation and facilitated enforcement procedures									
Activity 6.1	Capacity building of the Department of Public Administration and human resource management structures to strategically lead the civil service reform	Sub-activity 6.1.1	Improvement and facilitation of communication and interaction between public institutions and citizens (establishment of resource management HRIS)	Department of Public Administration		Quarter II 2018	Quarter IV 2022	(i)Phase I: structure/system establishment and piloting at key institutions - ministries and some subordinate institutions up to 300 users (ii)Phase II: roll-out to institutions and functions - up to 600 users (Phase II begins at Quarter II 2019 and ends at Quarter IV 2019 - development; Quarter I 2020 training - Quarter IV 2020). Hub established. Civil servants of human resources management units trained to use the ready-made templates.	In the framework of improving the capacities for the implementation of civil service legislation and human resource management between administrata.al, the integrated communication platform dedicated to public administration, has significantly improved communication and interaction between institutions, marking a further step towards unification and standardisation of human resource management procedures and practices. The platform has so far 700 Users in approximately 300 local and central institutions. Users have at their disposal not only the legal basis for important human resource management procedures, but also the detailed steps to be followed in each practice as well as ready-to-use templates and formats. The use of the platform "administrata.al" during the pandemic COVID-19 has improved the interaction between public institutions and facilitated communication by reporting information in real time and has improved the quality of work towards good human resource management for public administration institutions.
		Sub-activity 6.1.2	Completion of the Interaction and Reporting Integrated Portal with legislation, processes and templates for Human Resource Management	Department of Public Administration		Quarter I 2019	Ongoing	Legislation, processes and templates for Human Resource Management at administrata.al	In the framework of the IPA 2014 project "Implementation of Civil Service Reform in the Public Administration" work has continued regarding the creation of an inventory for all administrative acts. All formats related to the integrity and decriminalisation of public servants have been reviewed. Also, processes related to HRMS have been identified and several meetings have been held with representatives of each sector in DoPA during May. All formats related to the recruitment process, removal of the suspension and disciplinary measures for the Top Management Corp (TMC) have been reviewed.
		Sub-activity 6.1.3	Institutional capacity building for the use of the administrata.al portal according to the modules	Department of Public Administration		Quarter I 2019	Ongoing	Number of persons trained	Administrata.al, the first platform of its kind in the Western Balkans, already has 700 users who have at their disposal not only the legal basis for important human resource management procedures, but also the detailed steps to be followed in each practice as well as ready-to-use templates and formats.
		Sub-activity 6.1.4	Capacity building of human resources and selection committee staff to further improve the recruitment process	Department of Public Administration	Line Ministries	Quarter II 2019	Ongoing	Number of persons trained	During April 2020, 2 guidelines were drafted for the development of online recruitment procedures. For this purpose, the following trainings were concretely developed during 2020: (i) During April 2020, 10 DoPA employees were trained for the procedure of the online interview, 5 experts and 6 employees of the institutions part of the Evaluation Commission Procedure. (ii) June-July, trainings on recruitment procedures in pandemic conditions were conducted and 69 members of the Evaluation Committee and 20 members were trained during the month of July (iii) During September, training sessions were held for staff on the topic "human resource management - recruitment process." The training was conducted with the main goal of developing the skills, knowledge and professionalism of the new DoPA staff. During the training, work experiences were shared regarding on how to define the specific criteria in the announcement, evaluation of the electronic file of the candidate, etc. The methodology used in terms of exchange of experience focused mainly on concrete examples from recruitment procedures of recent years.
		Sub-activity 6.1.5	Drafting of the guideline for drawing up the multiple choice questions	Department of Public Administration		Quarter II 2019	Quarter IV 2019	Guideline drafted	During 2019, in order to strengthen the role of representatives of state administration institutions in the Permanent Admission Committees as well as experts in the field of recruitment procedures and drafting the written test questions, work has started to prepare a guideline for drafting questions with multiple choices, a guideline which has undergone a consultation process with human resource unit staff in line ministries for comments and suggestions, in order to improve and finalize it. This guideline, already in its final version, helps the members of the Permanent Admission Committees in drafting the most valuable questions which become part of the question bank and are integrated in the written tests. In order to ensure an understanding and wider use of this guide by the members of the Permanent Admission Committees, during 2019, training sessions were held on the topic: "Building multiple choice tests" with representatives of state administration institutions in their capacity as members of the Committees.
		Sub-activity 6.1.6	Reviewing of job descriptions and drafting of the job descriptions catalog	Department of Public Administration	Line Ministries	Quarter III 2018	Quarter IV 2019	Catalog drafted	During 2020, the work has continued to review job descriptions and draft a catalog of job descriptions, which are among the important components that are being implemented through the implementation of the IPA 2014 project "Implementation of Civil Service Reform in the Public Administration". By the end of 2020, a total of 633 job descriptions had been reviewed. DoPA, with the support of IPA project experts, has drafted a catalog of job positions, which defines the criteria through which a certain job position will be evaluated, an evaluation which will then be related to the salary for that job position.
		Sub-activity 6.1.7	Reviewing of work processes across all Line Ministries	Department of Public Administration		Quarter I 2020	Quarter I 2021	Processes reviewed	Work has continued on drafting the methodology at least 5 core work processes in each line ministry and 20 common work processes such as human resource management, financial management, salary management, etc. We have specifically worked on the following areas: - Human resources: 6 processes; - Integration: 3 processes; - Risk & legislation: 2 processes; - Budget: 1 process; - Projects: 2 processes. In parallel, work has been done to define the vertical processes where specifically is defined the workflow for the processes in the Ministry of Culture, the Ministry of Agriculture and Rural Development, the Ministry of Education, Sports and Youth and the Ministry of Health and Social Protection (total 15 processes).
		Sub-activity 6.1.8	Establishment and functioning of professional networks in central administration institutions	Department of Public Administration		Quarter IV 2018	Quarter IV 2021	Professional networks established	The program "Administration we want" has continued to be implemented in all four components and its dimensions. The main focus of the activities foreseen under this program has been to increase the awareness, orientation and motivation of the administration where the main attention has been paid to the well-being of employees during the pandemic through the preparation of special regulations for working from distance. The program has enabled the increase of interaction by encouraging and sharing the opinions of employees organized according to established professional networks, which are in full function. 7 professional networks have been set up and are functioning normally, namely the network of Secretaries General, the network of Regulatory Impact Assessment (RIA), the network of Policies and Development Programs, the network of Medium Term Budget Program, the network of Procurement, the network of integration and the network of Human Resource Management.
		Sub-activity 6.1.9	Reviewing and improvement of the performance appraisal system	Department of Public Administration		Quarter IV 2018	Quarter I 2020	System reviewed and improved	During 2020, the manual for the performance appraisal system has been approved, which is a key instrument to maximize the most objective evaluation of performance. The document was consulted with representatives from line ministries and the Department of Public Administration. The manual has been approved by the Department of Public Administration and will be followed by the necessary improvements or amendments proposed in the legal basis for the system of evaluation of job performance. The manual is for all civil servants by introducing the detailed performance appraisal process, roles and responsibilities of the civil servant, human resources unit, confirmation officer and reporting officer throughout the process. The manual provides a more explanatory overview of what is evaluated and how it is evaluated.
		Sub-activity 6.1.10	Institutional capacity building for using the civil service legislation manual	Department of Public Administration		Quarter IV 2019	Quarter IV 2022	Number of persons trained	The manual on recruitment procedures has been drafted and trainings have started with representatives from human resources in line ministries and subordinate institutions on basic recruitment procedures, appointments, transfers, promotions, disciplinary procedures, etc.
		Sub-activity 6.1.11	Institutional capacity building for using the job descriptions manual	Department of Public Administration		Quarter IV 2019	Quarter IV 2022	Number of persons trained	Regarding the institutional capacity building for the use of the job description manual, meetings were held with representatives from various directorates of the ministries. The total number of trained staff is 305. During the pandemic period meetings were conducted online to unify and further review of job descriptions.
Activity 6.2	Improvement of the recruitment process by obtaining public feedback on recruitment procedures	Sub-activity 6.2.1	Conducting of "ad-hoc" evaluations (as appropriate) to obtain applicants' feedback on the recruitment process and taking measures to address issues, which arise from the evaluation	Department of Public Administration		Quarter II 2018	Quarter IV 2022	(i) Evaluations performed; (ii) Findings reflected; (iii) Measures taken to address them as identified in DoPA internal reports	Feedback on recruitment procedures was collected through their direct submission, DoPA info and social channels and media such as Facebook. DoPA during 2020, responded to 2130 requests for information addressed by citizens / applicants through communication on Facebook and through DoPA info.
		Sub-activity 6.2.2	Cooperation with higher education institutions to attract the best students in public administration (central and local)	Department of Public Administration	Agency for Support of Local Self-governance/ LGU	Quarter IV 2018	Quarter IV 2022	Job fair, cooperation agreements, open hours, etc.	During the pandemic, higher education institutions have interrupted the functioning by conducting only testing procedures. And with the start of the new academic year 2020-2021 universities continue to be online. During November 2020, the next call for the employment of students of excellence for 108 vacancies was announced, based on DCM no. 586, dated 30.08.2019 "On the temporary employment of Students of Excellence in the institutions of State Administration". Also on the day of the youth was held an open meeting with students and young people where the employment opportunities in young people in public administration were discussed.
Activity 6.3	Large-scale roll-out of Human Resource Management Information System (HRMS) and setting of the salary module into operation	Sub-activity 6.3.1	Roll-out of the Human Resource Management Information System (HRMS) to all public administration institutions	Department of Public Administration	Public Administration Institutions	Ongoing	Quarter IV 2020	(i) 100% of state administration institutions, part of the civil service - Quarter IV 2018; (ii) 100% of state administration institutions, not part of the civil service, and independent institutions - Quarter II 2019; (iii) 100% Municipalities and regions - Quarter IV 2019.	The extension of HRMS continued during 2020, with 823 institutions reflecting data in HRMS and 63,000 personnel files being registered in HRMS by the end of 2020.
		Sub-activity 6.3.2	Generation of wages of public administration staff through the Human Resource Management Information System (HRMS)	Department of Public Administration	Ministry of Finance and Economy	Quarter II 2018	Quarter IV 2020	(i) 80% of state administration institutions, part of the civil service, generate the salary through Human Resource Management Information System (HRMS) - Quarter IV 2018; (ii) 100% of state administration institutions, part of the civil service, generate the salary through Human Resource Management Information System (HRMS) - Quarter II 2019; (iii) All other state administration institutions, not part of civil service, generate salary through Human Resource Management Information System (HRMS) by Quarter IV 2019; (iv) LGUs generate salaries Quarter IV 2020	For this purpose, the connection with the treasury system has been enabled and DCM no. 833, dated 28.10.2020 "On the detailed rules for the content, procedure and administration of personnel files and the central personnel register" has been approved. HRMS generates payroll for up to 118 spending units in the Albanian public administration.
		Sub-activity 6.3.3	Training of human resource and finance units staff on the use of Human Resource Management Information System (HRMS)	Department of Public Administration	Albanian School of Public Administration	Ongoing	Quarter IV 2021	At least, 200 trained staff every year (human resources and finance)	65 participants have been trained by ASPA to use the electronic human resource management system. For January-December 2020 for the HRMS system by DoPA have been trained 64 employees (human resources specialists and 5 Finance specialists) as well as users have been assisted and instructed through online communication tools where they have received instructions on using HRMS based in the manual designed for this purpose. A video explaining "how to use the new web services" (using the treasury codes used when connecting to the HRMS treasury system) was also created and emailed to all finance staff to keep them updated with changes and to ease the use of the system.
		Sub-activity 6.4.1	Monitoring of the online module (database) regarding court decisions in state administration institutions on the administrata.al platform	Department of Public Administration		Quarter I 2019	Every year	Online module monitored	Monitoring of the online module (database) in relation to court decisions in state administration institutions on the platform "administrata.al". The Department of Public Administration (DoPA), continues the cooperation and coordination of work, in order to manage accurate data and in real time, on final court decisions. In this context, the responsible person at DoPA, in charge of monitoring this process and the responsible persons at the ministerial systems, in charge of the obligation to reflect in the database, have periodic communication. DoPA, in addition to monitoring and controlling the work done by the representatives of the ministries, assists and supports them in solving various problems that may be encountered during the process. Every three months, the responsible persons in the line ministries are required to report by e-mail on the implemented and not implemented court decisions, as well as a summary of the data changes required in the system during the three-month period. Meanwhile, in any case of the appointment act of prevalers by DoPA as the responsible unit, as well as the management of the notification on a final unreported court decision, the responsible person in the ministry is required to update the data. Also, whenever the DoPA becomes aware of new facts regarding the execution of the final court decision, it requests from the relevant institution their reflection in the database. At the end of 2020 DoPA has reconciled with all reporting institutions, verifying case by case the data entered in the system and requesting their updating by the responsible person.
Activity 6.4	Increasing the level of enforcement of final court decisions by state administration institutions	Sub-activity 6.4.2	Monitoring the enforcement of court decisions in state administration institutions through the administrative procedures of special committees	Department of Public Administration		Quarter I 2019	Every year	Enforcement of court decisions monitored	The Department of Public Administration has continued to monitor the implementation of court decisions in state administration institutions through the administrative procedures of specific commissions, and has also taken all necessary administrative actions to assist and support state administration institutions, which as the debtor party has to rigorously apply the rules and modalities to be followed during the execution of final court decisions. During 2020, this process was successfully completed in 33 cases of prevalers who were on the list to be placed in a regular position in the civil service. Work continues to review as many new cases as possible, taking concrete measures for the execution of final court decisions, in accordance with the provision of the decision and the legislation in force. In addition to the achievements, in this regard remains a priority the continuous training of persons responsible for the implementation and enforcement of court decisions and ensuring the consent of the beneficiary on the proposal of the Special Commission for the appointment of civil servants in the position, based on the final court decision.
		Sub-activity 6.5.1	Unification of the Law on Civil Servant enforcement with a focus on local administration through oversight and administrative investigation of complaints	Commissioner for Civil Service Supervision		Quarter II 2018	Ongoing	(i) Instruction and interpretation regarding the unification of law enforcement regarding the establishment of the Disciplinary Commission and the procedural actions to be performed by this mechanism. (ii) Instruction and interpretation regarding the unification of the activity of the Department of Public Administration regarding the classification of the average grades, as a special criteria in cases of excellence. (iii) Instruction regarding the establishment of criteria for the position of Secretary General during the recruitment process. (iv) Interpretation regarding the implementation of final court decisions by institutions that have decisions to return the prevalers to a regular position in the civil service. (v) A general oversight was performed in 10 institutions (all subordinated institutions to the state administration) and thematic oversight in 3 institutions (1 subordinated institution to the state administration and 2 municipalities) through verification in the subject, where at the end of the process the Commissioner issued warning decisions, leaving concrete tasks to regulate the state of legality, in the conditions of the COVID-19.	
		Sub-activity 6.5.2	Drafting and proposing of legal changes necessary to unify law enforcement in state and local administration	Commissioner for Civil Service Supervision		Quarter II 2019	Quarter IV 2019	(i) Number of guidelines; (ii) Number of legal changes proposed	1. The Commissioner has submitted to the Ministry of Finance and the Supreme State Audit the need for legal changes regarding the unification of the financial procedure for the implementation of final court decisions for the reinstatement of civil servants. 2. The Commissioner has continuously submitted during the annual reports before the Assembly of Albania the need for legal changes in some institutes of law, as follows: - Regarding various aspects of the implementation of the institute of permanent transfer (for reasons of restructuring of the institution), provided by Article 50 of Law no. 152/2013, "On the civil servant", as amended; - Regarding the implementation of final court decisions, for the reinstatement of civil servants at work, according to article 66/1 of law no. 152/2013, "On the civil servant" edited by law no. 178/2014; - Regarding the implementation of the decisions of the Commissioner for the Oversight of the Civil Service, according to point 2, article 15, of law no. 152/2013, "On the civil servant", as amended and the meaning given by this law to the "responsible civil servant", in the case of responsibility for not implementing the decision; - Regarding the practical implementation of the institute of civil servant evaluation. Regarding the standardization of job descriptions and their simplification for the local administration. In relation to the above, the Commissioner has requested the cooperation of the Ministry of Justice and the Department of Public Administration, to concretize the necessary legal and sub-legal changes for these cases. The requests of the Commissioner are included in the process of proposals for legal changes, or are realized in the changes of specific bylaws, by the Department of Public Administration, especially within the IPA 2014 project "Implementation of Civil Service Reform in the Public Administration", which also includes the Commissioner for the Oversight of Civil Service. Work has continued to improve, standardize and facilitate legal procedures in terms of drafting relevant documents for legal changes related to improving the process of evaluation of job performance and improving the quality of job descriptions and their standardization for the apparatus of line ministries as well as for the local administration.
		Sub-activity 6.5.3	Monitoring the enforcement of the law on civil servants during the 2019 local elections and the 2021 parliamentary elections	Commissioner for Civil Service Supervision		Quarter II 2019/Quarter II 2021	Quarter II 2019/ Quarter II 2021	Enforcement of the Law on Civil Servants monitored during parliamentary/local elections	In the framework of the legal competence to supervise the administration of the civil service, based on article 14 and 15 of law no. 152/2013, the Commissioner has started the preparation of the oversight process to ensure the implementation of the law on civil servants in the conditions of the general elections for the Assembly of the Republic of Albania, April 2021.
Activity 6.5	Increasing the level of law enforcement for civil servants and its unified application in local government units	Sub-activity 6.5.4	Monitoring of the enforcement of final court decisions by public administration institutions, through hearings and administrative investigation	Commissioner for Civil Service Supervision		Quarter I 2019	Ongoing	Enforcement of court decisions monitored	The process of monitoring the implementation of final court decisions for line ministries and subordinated institutions of the state administration has continued, through the holding of hearing sessions for all ministries. During 2020, the focus has been to complete this process in the local administration. Information has been collected from 61 municipalities of the country and 12 county councils, information which is in the data processing stage and will be reported in the following.
		Sub-activity 6.5.5	Organization of joint trainings with Albanian School of Public Administration (ASPA) for VR units of local government to ensure unification of practices, in accordance with the tasks and instructions of the Commissioner	Commissioner for Civil Service Supervision	Albanian School of Public Administration	Quarter II 2018	Quarter IV 2020	i. Number of institutions involved in the training; ii. Number of staff trained to apply administrative procedures when using various law institutes	At the end of 2019, the Albanian School of Public Administration has collaborated with the Commissioner for the Oversight of the Civil Service to draft the training module: "Practical implementation of civil service legislation". The ASPA coaching staff includes staff members of the Commissioner, especially for the local government human resources units. Among the topics developed during this year are those related to the problems
		Sub-activity 6.6.1	Reviewing and adoption of the Commissioner for the Civil Service Supervision structure and increase the number of staff	Commissioner for Civil Service Supervision	Council of Ministers/Parliament	Quarter II 2018	Quarter I 2020	(i)Structure approved; (ii) Number of added staff	Completed / The Commissioner has submitted to the Ministry of Finance, both during the first phase and during the second phase of reviewing the draft budget for 2021 the need to increase human and financial capacities.
		Sub-activity 6.7.1	Training and providing of "online" assistance to public administration staff to generate the accompanying available documents with digital stamp in the e-albania portal on behalf of citizens and businesses	National Agency for Information Society		Quarter I 2018	Quarter IV 2020 (and beyond)	Number of staff trained	Public administration employees through the module "ONE STOP SHOP" on the e-Albania portal can generate certificates with electronic stamp and through the Circulation System of Documents with Electronic Signature (CSDSES) can provide documents with digital stamp and secure documentation of the service requested by the citizen and will not be required by the citizen himself. In this context, the training of public administration employees is continuous in order to enable them to provide quality and transparent services to citizens. For January 2020 - December 2020 have been trained 2100 public administration employees.
		Sub-activity 6.8.1	Development of an effective training evaluation system that will generate more data about training quality, achievement of objectives and measuring of the training impact on individual, institution and system performance as a whole	Albanian School of Public Administration		Quarter I 2018	Quarter IV 2020	(i) Objective and independent periodic assessments of quality every 2 years; (ii) At least 2 impact assessments of training programs each year	ASPA has continued with the periodic assessment. (i) ASPA at the end of each training distributes the assessment forms which are filled in by each participant. Even during the development of online training, ASPA has continued with this process. The form is anonymous and the assessment is divided into 3 sections: - General assessment of the training (usefulness of the training, degree of knowledge acquisition, content assessment and suggestions for new needs); - Assessment of trainers (field of expertise, methods used for knowledge transfer). Trainers are evaluated by the participants and by the monitoring of the managers who attend the training; - Assessment of training materials and the way ASPA organizes it, including online organization. The data from the training forms are processed and their results serve ASPA to improve the quality of training. i) ASPA planned to intervene in the municipality through training to influence the draft of the budget with gender approach, with Roma and Egyptian approaches. The training was organized in a timely manner in order to precede the budget planning process with the clear aim of influencing this planning. Municipality projects were drafted and Roma and Egyptian projects were implemented successfully, according to the data below. (i) ASPA in cooperation with Centro Informazione e Educazione allo Sviluppo Onlus (CIES) with the financial support of the Italian Agency for Development Cooperation (AICS) has conducted trainings with the local government, planning in advance that through trainings would be made interventions in the municipalities to influence the drafting of the budget with gender approach. 20 webinars with a duration of 1.5 hours and 5 webinars with a duration of 3 hours were conducted, with 115 participants on "Local self-government finances and general gender budgeting in the MTP". At the end of these trainings, the municipalities were monitored for the impact and reflection of the training on their draft budgets. The municipalities of Himara, Lushnje and Përrerjas reflected gender budgeting in their budgets. (ii) ASPA in cooperation with the European Union Program and the Council of Europe ROMACTED has conducted trainings with 7 municipalities of the country, Municipality of Elbasan, Pogradec, Rrogozhë, Korçë, Vlorë, Fier, Përmet planning in advance that through the training would be intervention in municipalities to influence Roma and Egyptian budgeting. Webinars were held for the Municipality of Elbasan, Pogradec, Rrogozhë, Korçë, Vlorë, Fier, Përmet with 192 participants. At the end of these trainings, the municipalities were monitored for the impact and reflection of the training on their draft budgets. The 7 municipalities include in their budget at least one of the projects with approach to Roma and Egyptian minorities approved in the local plans by the municipal councils. The planned impact of the training to support this process has been positive.
		Sub-activity 6.8.2	Establishment of contacts and cooperation with professional agencies in the field of quality control for education / training in order to establish a system for training quality management and evaluation	Albanian School of Public Administration		Quarter II 2018	Quarter IV 2020	(i) Research performed; (ii) Membership in two international networks	ASPA is continuing the research into partner agencies with which it can collaborate. ASPA is currently implementing a standards document. ASPA has approved Order no. 125 of 31.12.2018 "On the piloting of quality control standards". In the context of quality is expected the concrete methodology of standards systems for educational organizations - Management systems for educational organizations - Requirements with guidance for use". Since 2018 ASPA regularly participates in the official network of public administration schools of the European Union. Due to the difficulties brought by COVID-19 and the change of priorities for the transition to full online services, this process was postponed as the event received more attention and brought the need to adapt in a very urgent time to a new reality.

		Sub-activity 9.2.3	Development of new systems of institutions, which don't have an internal system for processing applications and files with citizen data (back-end systems). Development of applications and file processing systems with citizen data (back-end systems) for institutions where these systems are missing	National Agency for Information Society		Quarter I 2019	Quarter IV 2020 (and beyond)	Number of new back-end systems developed	5 new electronic systems for state administration institutions
Activity 9.3	Development and use of an integrated information and Communication Technology (ICT) system for the central institutions post-offices for service delivery to the citizens	Sub-activity 9.3.1	Inclusion of new electronic services in the "ONE STOP SHOP" module for government staff	National Agency for Information Society		Quarter II 2018	Quarter IV 2020 (and beyond)	Number of new services included in the module	8 new services with electronic stamp during January - December 2020 have been implemented in the module "ONE STOP SHOP for government employees"
Objective 10: Enhancement of the efficiency and accountability of public officials									
Activity 10.1	Application of new methods to increase efficiency, accountability, engagement and motivation of public officials	Sub-activity 10.1.1	Training of the public administration on the implementation of the Code of Administrative Procedures according to the Albanian School of Public Administration (ASPA) curriculum	Albanian School of Public Administration	Line Ministries/ Local Government Units	Quarter II 2018	Quarter IV 2020	Number of staff trained	The Albanian School of Public Administration during 2020 has trained 1157 participants for the Code of Administrative Procedures. In class this module has been 2 days and until March 2020 has trained 172 Public Administration employees. During April - June the training continued online where specific topics were addressed part of the module Code of Administrative Procedures.
		Sub-activity 10.1.2	Application of new tools to improve organizational mindset in state institutions	Department of Public Administration	Albanian School of Public Administration/ Line Ministries	Quarter III 2018	Quarter IV 2021	Number of staff who receive specific training (coaching, mentoring, etc.).	During this year, due to the extraordinary situation created by the COVID-19 virus, the institutions more than ever needed to react quickly and differently in order to continue working. During this period, the way of organizing work in public institutions it changed to working remotely. To organize the work, the Department of Public Administration drafted a standard regulation, to be used later by all state administration institutions, in support of the new way of organization, all employees received special training to make possible the continuity of work. ASPA has identified in the coaching staff the trainers who can develop coaching and mentoring and who are certified to develop them. Currently this option has been proposed to TMC with whom ASPA piloted the training program. ASPA has provided coaching for its trainers in the framework of capacity building. Also within the online courses that has developed it has provided individual coaching for all participants.
		Sub-activity 10.1.3	Implementation of the "Young Civil Servant Scholarship Scheme" program and sustainability of this practice	Department of Public Administration	Office of the Prime Minister/ Albanian School of Public Administration /Ministry for Europe and Foreign Affairs	Quarter IV 2020	Quarter IV 2022	Number of staff participating in the scheme	The realization of this activity has been postponed due to the COVID-19 pandemic and is foreseen in 2021 with the European Union Integration Facility fund with the support of the European Union.
Objective 11: Enhancement of control over the activities of public administration, guaranteeing the rights of citizens and access to information									
Activity 11.1	Implementation of the institutional transparency program by public authorities	Sub-activity 11.1.1	Adoption and implementation of transparency programs (for all public authorities, which don't yet have a transparency program) and/or completion (for public authorities, which have an incomplete one) and/or regular updating (for public authorities, which have complete transparency programs, but fail to update them regularly) for all central administration institutions	Commissioner for the Right to Information and Protection of Personal Data		Quarter I 2018	Quarter IV 2022	Number of central institutions with transparency programs approved	The Office of the Commissioner has monitored the publication of transparency programs on the official websites of public authorities. The latest online monitoring of 417 public authorities showed that 239 of them have published the transparency program. The Office of the Commissioner has developed and implemented 2 new instruments for monitoring the proactive transparency of public authorities. The first instrument is dedicated to local self-government units while the second instrument is dedicated to central and subordinate institutions. The Office of the Commissioner for the Right to Information and Personal Data Protection in accordance with Article 5 of Law no. 119/2014 has approved Order no. 187, dated 18.12.2020 "On the Approval of the Revised Transparency Program" and Order no. 188, dated 18.12.2020 "On the Approval of the Register of Revised Requests and Responses", published in the Official Gazette no. 224, dated 22.12.2020. Public authorities have the obligation to implement it by 31.03.2021.
		Sub-activity 11.1.2	Drafting of sample transparency programs for local government	Commissioner for the Right to Information and Protection of Personal Data		Quarter II 2018	Quarter I 2019	Publication of the Transparency Model Program in the Official Journal	By order no. 211, dated 11.09.2018, the Commissioner has approved the model transparency program for local self-government units, which can be found at the link http://www.idp.al/wp-content/uploads/2018/09/Program_-_Transparencies_Pushfletor.pdf . This program is also published in the official gazette no. 133, dated 17.09.2018.
		Sub-activity 11.1.3	Training of 61 coordinators of the right to information in local government	Commissioner for the Right to Information and Protection of Personal Data		Quarter I 2019	Quarter IV 2019	61 coordinators trained	The coordinators of the right to information for local self-government units have been trained in cooperation with IDPM and the STAR2 project for all municipal coordinators.
		Sub-activity 11.1.4	All municipalities adopt and implement transparency programs	Commissioner for the Right to Information and Protection of Personal Data		Quarter I 2019	Quarter IV 2022	Number of municipalities with approved transparency programs/61 municipalities in total	From the last online monitoring of official websites during 2020, it resulted that 49 LGUs have implemented the Transparency Model Program for Local Self-Government Units. The rest of the Local Self-Government Units (LGUs) do not have published the program in accordance with the transparency model program for Local Self-Government Units. After conducting 11 administrative investigations regarding the implementation of the transparency program, the Office of the Commissioner has taken 3 decisions with fines for LGUs which have not published the transparency program according to Order no. 211 dated 20.09.2018. "On the approval of the transparency model program for local self-government units" of the Commissioner for the Right to Information and Personal Data Protection. Also, the Office of the Commissioner has decided 17 recommendations for the review / update of the transparency program as well as the reflection in this program of all categories of mandatory information to be made public in accordance with Article 7 of Law no.119/2014 "For the right to information" and the above order.
Activity 11.2	Use of Information and Communication Technology (ICT) tools to enhance transparency of administration activity	Sub-activity 11.2.1	Making the central register of requests and responses fully operational	Commissioner for the Right to Information and Protection of Personal Data		In process (started in 2017)	Quarter IV 2022	Central register of requests and responses in full operation	The Office of the Commissioner has again addressed to the Independent Authorities with letter no. 613 Prot., dated 02.06.2020 and 54 units of local self-government with letter no. 614 Prot., dated 02.06.2020 in order to take the necessary measures for the installation of the electronic register. In response to this initiative 28 public authorities installed the electronic register of requests and responses bringing to 59 the total number of public authorities that have installed the register. The Commissioner will continue his efforts to encourage public authorities to take appropriate measures to install the central register with their budget.
		Sub-activity 11.2.2	Training of coordinators on the right to information on the use of the central register of requests and responses	Commissioner for the Right to Information and Protection of Personal Data		Quarter IV 2020	Quarter IV 2022	All coordinators trained	The coordinators and IT staff of 28 new institutions where the register is currently installed have been trained. The training of newly appointed coordinators at the public authorities has also continued.
Activity 11.3	Reviewing of the implementation of the law on the right to information with a view to improving: a) the content and method of implementing transparency programs; b) administrative accountability mechanisms; and c) enhancing the proactive publication of public information	Sub-activity 11.3.1	Full ex-post review of the Law on the Right to Information	Commissioner for the Right to Information and Protection of Personal Data		Quarter I 2019	Quarter II 2020	Evaluation report drafted	With the recommendation of experts, the draft law amending the law on the right to information will be part of the package for harmonization of legislation in force on personal data protection with the GDPR and the Police Directive, because the competencies of the Commissioner and for the right of information, are provided in the law on personal data protection, so these two draft laws are suggested to pass the package at the same time. The Office of the Commissioner is currently being assisted by the EU Twinning Project "Support to the institution for the approximation of personal data protection legislation with the acquis of the European Union". The consortium selected for the implementation of this project consists of Autorità Garante per la Protezione dei Dati Personali, Italy, the Institute for Human Rights Ludwig Boltzmann Gesellschaft (BIM), Austria and CSI-Piedmont, Italy. The expected results of the Project are: harmonization of national legislation with the General Regulation on Data Protection of the European Union (GDPR) and Directive 2016/680 of the European Union "On the protection of persons with regard to the processing of personal data by the competent authorities for the purpose of preventing, investigating, detecting, prosecuting penal acts or executing penal sanctions, and for the free movement of such data" (Police Directive); capacity building for the implementation of the new legal framework on personal data protection; raising the awareness of controllers and processors, in order to ensure that they comply with the new law on personal data protection.
Activity 11.4	Capacity building of the human resources of the Commissioner for the Right to Information and Protection of Personal Data for monitoring the Law on the Right to Information	Sub-activity 11.4.1	Review of the Commissioner for the Right to Information and Protection of Personal Data structure with the aim of building monitoring capacity regarding the enforcement of the Law on the Right to Information	Commissioner for the Right to Information and Protection of Personal Data		Quarter II 2018	Quarter IV 2018	i)Structure approved; ii) Number of staff added	By Decision of the Assembly no. 86, dated 19.07.2018, the new structure of the Office of the Commissioner has been approved
		Sub-activity 11.4.2	Training about capacity building in the area of the right to information and protection of personal data	Commissioner for the Right to Information and Protection of Personal Data		Quarter II 2018	Quarter IV 2022	i)Number of persons trained; ii) Number of training courses	The Office of the Commissioner for the Right to Information and Personal Data Protection held through the online communication platform, 3 information and awareness meetings on "The right to information during the period of health emergency". They were attended by the coordinators of the right to information of independent institutions, ministries and local self-government units. The purpose of these meetings was to strengthen joint efforts to meet the obligations of the legislation on the right to information, in function of transparency and accountability of public administration. A training dedicated to the Top Management Corp of Public Administration was conducted during June in cooperation with the School of Public Administration. Also, 2 online trainings were conducted with students and academic staff of the University of Vlora and the University of Durres. About 100 people have been trained.

ANNEX II

Risk	Potential impact	Probability	Mitigation measure
<p>Not implementing the activities within the deadlines; for those activities that are supported by the donor`s projects - due to the review of the initial deadlines or lack of foreign expertise - due to limitations from the COVID situation.</p> <p>Lack of expertise to implement the measures, mainly those measures which have a financial gap.</p> <p>Insufficient human resources to implement activities that are beyond the set deadlines.</p> <p>Insufficient financial resources for the implementation of measures with financial gap.</p>	High	High	<p>Adjusting the deadlines and taking the appropriate measures in cooperation with the institutions to enable their realization in time.</p> <p>The reflection of the sub-activities that have a financial gap , in the Medium Term Budget Programme of the institutions involved in the implementation of CCPARS.</p>
<p>Inadequate identification of risks by institutions.</p> <p>Lack of institutional capacity in addressing and solving problems.</p>	Medium	Medium	<p>Taking measures to encourage institutions to identify and report risks according to the methodology of the IPSIS system, through the organization of joint meetings and trainings on risk identification and management.</p> <p>Follow-up and periodic reporting on the progress of measures taken by institutions in order to address and resolve the issues.</p>
<p>Lack of cooperation in the exchange of information during the monitoring process.</p>	Low	Low	<p>Increase the interaction and collaboration between the institutions and increase the use of the automated IPSIS system by the institutions during the initiation of the semi-annual monitoring process.</p>



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