

## **CONCLUSIONS**

### **10<sup>TH</sup> EU-ALBANIA PUBLIC ADMINISTRATION REFORM (PAR) SPECIAL GROUP**

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Albania will submit a follow-up report on the progress in the implementation of the PAR Special Group conclusions three months prior to the next PAR Special Group meeting in 2023.

#### **1. STRATEGIC FRAMEWORK OF PUBLIC ADMINISTRATION REFORM AND PUBLIC FINANCE MANAGEMENT AND CIVIL SERVICE REFORMS**

##### **1.1 Good Governance and Public Administration Reform**

- (a) Albania will share the planned timetable to prepare, consult and approve the Roadmap<sup>1</sup> on Good Governance and Public Administration 2030**, which will serve as umbrella strategy for the overall framework on good governance and public administration reform covering PAR, PFM, Decentralization, Public Services, and Digital Agenda. **Also will share the timetable for individual sector strategies such as: CCSPAR, PFM, Decentralisation, Anti-corruption, and Digital Agenda strategies for 2023 and beyond**, with the aim to have a strategic framework approved before the end of 2022.
- (b) Albanian authorities will prepare semi-annual and annual performance reports in line with Good Governance and Public Administration Principles** for all related strategies, and sectors coordinated and ensuring quality control by the General Secretariat of the IPMG on Good Governance and Public Administration.
- (c) Improve the impact of CCPAR Strategy** and related action plan across ministries, by focusing on reaching results. Albania will prepare timely monitoring reports on achievements in 2021 focusing on results and analysis of underlying reasons if targets have not been met to inform decision makers on possible changes in activities, as well as an input for developing new strategies.
- (d) Improve the political and technical level steering on public administration reform** by ensuring regular discussions and increasing the administrative capacities of the existing coordination mechanism (all IPMGs). Albania will provide the 2022 annual schedule of IPMG meetings within April of 2022 to enable regular meetings of the relevant technical and political-level bodies to discuss sectoral issues.

##### **1.2 Reforming civil service and human resources at central and local level**

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<sup>1</sup> The Roadmap on Good Governance and Public Administration Reform 2030 as Next Generation Strategy will cover the six main areas of EU Principles of Public Administration such as: (i) Strategic Framework for Public Administration Reform in centre and local governance; (ii) Policy Development and Coordination (iii) Service delivery (iv) Human Resource Management and Public Services (v) Accountability and (vi) Public Financial Management (PFM).

- (a) Opening competitions for **senior managers** to external candidates should become exceptional, as envisaged in the Law on Civil Servants. The training programme for senior managers should become a fully-fledged programme at the Albanian School of Public Administration (ASPA). The Parties agreed to formalise the Top Management Corps programme at ASPA and to initiate the national level competition envisaged in the Law on Civil Servants for creating the pool for potential senior managers (article 28) by end-Q3 of 2022. Twice a year data will be provided on the number of competitions for senior managers open to external candidates, as well as on the number of successful candidates from outside the civil service. Albania will strengthen efforts to eliminate vacancies in senior managerial positions that last over one month.
- (b) Albania to provide an update on the process of **job description harmonisation** by the end-of 2022.
- (c) Potential impact of the restructuring of subordinated institutions on the **scope of the civil service** needs to be carefully considered in line with institutional development plans to avoid excessive fragmentation. The Parties agreed that the legal framework regulating staff removed from the scope of the Law on Civil Servants has to respond to specific needs in terms of recruitment, professional development, performance appraisal and other legal reasons and not be arbitrarily applied.
- (d) Albania will evaluate and consult the salary policy document and salary structure, and prepare a work plan for its implementation aiming to adopt a salary policy by the end of 2022.

### 1.3 Public finance management system

- (a) Albania will strengthen efforts in **preventing occurrence of new arrears** for the central and local level, and report on measures taken to address underlying reasons as identified in the PIFC annual reports and internal audit reports.
- (b) Albania will streamline the **decision-making and management processes for public investments**, irrespective of funding source. The appraisal process of public investments including for PPPs needs to improve by strengthening the gatekeeper function in the Ministry of Finance and Economy and by further building its capacities, in particular on fiscal risks monitoring,
- (c) Albania will **conduct public consultation on draft, approve the medium-term revenue strategy (MTRS)**, and **monitor** its implementation.

## 2. POLICY DEVELOPMENT AND COORDINATION

**2.1 Albania will ensure the full use of the new IPS system** with all its components, modules and functionalities, across all ministries for planning, monitoring and reporting, in the context of its transition to SASPAC. A continuous programme for

capacity building should be developed for all staff. An update in this regard should be submitted by end-Q2 2022.

- 2.2 Further efforts are needed from the PMO and line ministries to ensure a strong quality control by General Secretariat of the IPMG on Good Governance and Public Administration for the strategic framework based on the Principles of Public Administration.
- 2.3 The **internal rulebook on the roles and responsibilities** of the different departments of the Office of the Prime Minister will be adopted by end-Q3 2022 in order to clarify the roles and responsibilities within the PMO and through this strengthen the accountability for quality control on key policy development processes by the PMO.
- 2.4 **Ensure a strong legal framework on the integrated planning system.**
- 2.5 The institutional and administrative **coordination on EU integration process should be reinforced**, including enhanced planning and all legislative items relevant for EU integration will be submitted to the EU for consultation together with all accompanying documents, including regulatory impact assessments, explanatory memorandum and consultation reports.
- 2.6 Albania will publish the **Institutional Performance Reports** for Public Consultation for 2021 by end-Q1 2022, and further aim to increase compliance with the consultation requirements.
- 2.7 Efforts to ensure **evidence based policy-making will be stepped up**. To this effect, the Office of the Prime Minister will focus on issuing formal opinions regarding fulfilment of minimum standards, by the end of 2022, and report at the next PAR SG on efforts to improve administrative capacities in line ministries on the use of regulatory and policy impact assessments, including costing.
- 2.8 Albania will share the calendar for the **preparation of NSDI 2030** by Q1 2022.

### 3. ACCOUNTABILITY

- 3.1 A better definition of **administrative accountability** lines is necessary, particularly in clarifying supervisory functions **between line ministries and subordinated agencies**, and a better definition on the typology of state administration institutions. To this effect, Albania will launch key legislative amendments of the Law 90/2012 on better definition of organisation, functions, and accountability including supervision of subordinated agencies by end of 2022. The draft amendments will be consulted with the EU Commission services prior to adoption.
- 3.2 The ongoing **restructuring process** on subordinated agencies needs clearer steering, clear data, and a more evidenced-based approach. Albania will launch a monitoring mechanism on implementation of the Law 90/2012 by end of 2022, and evaluate the current model on organisation and functions of line ministries to identify key problems and priorities for further cycles of reform on the organisation and functioning of PAR.

- 3.3 Managerial accountability** needs to be strengthened as a principle of public internal financial control, for which the Parties agreed that Albania will promote and ensure the spread of good practices in delegation of decision-making already established in some line ministries; prepare and adopt amendments to the Code of Administrative Procedures for removing obstacles for effective delegation of decision-making within institutions; and adopt the methodology for the delegation of responsibilities (by end of 2022).
- 3.4** The implementation of the Law on **Right to Information** should be improved across all public institutions, and particularly at the local level. Albanian authorities should expedite the adoption of the legal amendments on the law no.119/2014 ‘On the right to information’, by ensuring that liability for non-response to information requests would be borne by the person in charge rather than public information coordinators by end-Q2 2022.
- 3.5** Albania will push for the **adoption of Integrity Plans** by the remaining Ministries and an increasing number of municipalities.
- 3.6** Effective implementation of the **Code of Administrative Procedures (CAP)** requires the Albanian authorities to report on concrete measures taken to oversee the implementation of the CAP and capacity building in line ministries to use the CAP. Affected institutions will ensure sectoral harmonisation of the legislation with CAP and draft and share the legislative work plan by end-Q2 2022, on the basis of which the drafting of legal or sub-legal acts for harmonisation will continue.