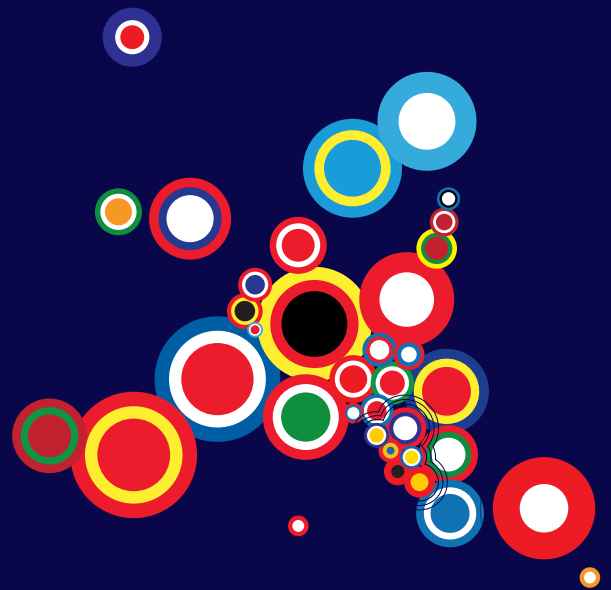




INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020 ACTION DOCUMENT

ALBANIA SUPPORT TO PUBLIC ADMINISTRATION REFORM



The Action will further strengthen public sector governance and efficiency of the Albanian Public Administration by improving human resources performance management, full implementation of civil service reform and professionalizing the civil service, ensuring oversight of public administration and improving public service delivery through the simplification of processes, introduction of ICT and development of necessary back-office capacities.

Action Identification	
Programme Title	IPA 2014 Action Programme for Albania
Action Title	Support to public administration reform through law enforcement and Innovative ICT processes
Action Reference	IPA 2014/032813.04 /AL/ Support to Public Administration Reform
Sector Information	
ELARG Sectors	Democracy and governance
DAC Sector	15110 – Public sector policy and administrative management
Budget	
Total cost (VAT excluded) ¹	EUR 6,000,000
EU contribution	EUR 6,000,000
Management and Implementation	
Method of implementation	Indirect management
Responsible Unit or National Authority/Implementing Agency	Ministry of Finance Central Finance and Contracting Unit (CFCU) PAO: Mrs. Anila Tanku, Head of CFCU National Public Body
Implementation responsibilities	Senior Programming Officer (SPO): Mrs. Vilma Tomço Minister of State for Innovation and Public Administration
Location	
Zone benefiting from the action	Albania
Specific implementation area(s)	N/A
Timeline	
Deadline for conclusion of the Financing Agreement	At the latest by 31 December 2015
Contracting deadline	3 years following the date of conclusion of the Financing Agreement, with the exception of the cases listed under Article 189(2) Financial Regulation
End of operational implementation period	6 years following the date of conclusion of the Financing Agreement

¹ The total action cost should be net of VAT and/or of other taxes. Should this not be the case, clearly indicate the amount of VAT and the reasons why it is considered eligible.

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

Public administration reform in Albania is a necessary and continuous process, which is closely associated with the process of integration into the European Union (EU). Public administration reform is continuously placed among Albanian government priorities as a key instrument to improve services provided to citizens and as a condition for the country's integration processes. Enhancing the overall administrative capacity of Albania through the modernization of the Albanian public administration and strengthening its key institutions, is a key priority both for Albanian government and EU Enlargement policy. The overall objective of the PAR process is that Public Administration in Albania complies with the principles of the common 'European Administrative Space'. One of the objectives under the PAR sector is the development and implementation of a properly costed public administration reform, which shall ensure that recruitment, appointments, promotion, transfers and dismissals in all public administration institution are conducted according to the established rules.

The new Law 152/2013 "On the Civil Servant" (CSL) and its secondary legislation constitute a set of core values in line with the civil service fundamental values and principles adopted in the EU countries: professionalism and respect of the merit principle, political impartiality, transparency and accountability, integrity, stability and continuity of the civil service. However, there is still lack of sufficient institutional capacities, human resources and unified instruments/mechanism and procedures needed to translate these values and principles into practices.

As per EU 2013 Progress Report, the public administration reform needs urgent implementation to enforce merit-based practice. The adoption in May 2013 of the Civil Service Law was a major step towards de-politicizing public administration, professional, effective and merit-based public officials. Therefore enforcement of existing legislation and administrative acts needs to be stepped up. The Department of Public Administration needs to be further strengthened. Independent institutions need to be enhanced and their recommendations acted upon.

In this framework, the development of a modern and professional civil service are yet to be achieved in order to attract, retain and motivate the personnel needed for an effective public administration. Further support is needed to ensure the implementation of civil service legislation and administrative procedures across line ministries, subordinate institutions including the local government units and to ensure that all public servants are fully familiar with the operation of these laws.

With the exception of a few services, today, citizens and businesses in Albania have to obtain services in the traditional way: waiting in line to obtain documents from different sources to satisfy the requirements of a specific transaction and repeating the process several times with a variety of agencies. Often documents to be presented to one service delivery agency are produced by another and inter-agency interaction and access to shared data is often non-existent. Each of these paper transactions allows additional opportunities for corruption, reduces productivity of citizens and business and increases dissatisfaction with government.

Establishment and implementation of a citizen-centric unified public service delivery model, based on innovative ICT solutions, is of crucial importance. This system will allow for improved performance management of government as a whole as it will be easy to create dashboards of service performance.

Despite the acknowledged progress, the EU 2013 Progress Report calls for further efforts to advance public administration reform in terms of preventing corruption and increasing public service transparency, efficiency and financial sustainability. Also it is identified that electronic identity management for businesses has not yet been standardized and is different for each e-service (e.g. procurement, tax, customs etc.), hampering the development of e-services creating additional burden to citizens.

In terms of Anti-Corruption prevention measures, it is recognized that provision of public services online and awareness-raising measures in various sectors have created conditions for more transparency and accountability of public administration.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

The action is in line with the Enlargement Strategy paper 2013-2014 and the Road Map addressing Priority 1, under which Albania will “*Continue to implement public administration reform with a view to enhancing professionalism and de-politicizing of public administration*”

The action will contribute to the implementation of the recommendations given by the European Commission in the 2013 Progress Report for Albania where it is stated that: the Department of Public Administration is unable to fully enforce its decisions or to effectively coordinate with other institutions, partly because of budgetary constraints. The Human Resources Management Information System is not fully operational. In conclusion the establishment of an effective system for monitoring and evaluating public administration is of high priority as well

The EU 2013 Progress Report concludes that GoA institutions in charge of ICT sector have improved their technical capacity by building a public data center and setting up a new e-government portal and an interoperability platform to help provide e-government services for citizens and business. However, most of IT systems are out dated and public service delivery needs to be improved.

National Plan for European Integration ensures the development of an efficient and accountable public administration, notably to support rule of law implementation and the proper functioning of the state institution. The areas of cooperation shall mainly focus on institution building, including the development and implementation of transparent and impartial recruitment procedures, human resources management, career development for the public service, continued training and the promotion of ethics within the public administration, and e-government

The proposed Action is in line with the obligations deriving from the Stabilization and Association Agreement, especially with article 111 “Public Administration”.

Future IPA assistance (as referred in the Country Strategy Paper 2014-2020) in this sector has the objective to strengthen democratic institutions and public service delivery which is able to prepare and implement national legislation in line with European standards and best practice. This is to be ensured by developing an enabling environment and strengthening capacities of the various actors.

Furthermore, the action is consistent with the following CSP’s results:

- A de-politicized, merit-based, selection system in the public administration is in place;
- Ethical standards are in place as well as efficient anticorruption tools for both Prevention and repression;
- The institutional framework concerning competency and responsibility of local Governments are fully defined and local governments have increased capacities in the delivery of services to citizens.

- **South East Europe - 2020 Strategy**

The proposed action is fully in line with commitments of South East Europe 2020 Strategy (SEE 2020 Strategy) with regards to the fifth pillar “ Governance for growth”. Activities under this action document aim at increasing government effectiveness (percentile rank as measured by the WBI index). This action also addresses the SEE 2020 strategy’s objective to have effective public services by strengthening the state through making public institutions more robust and credible and through improving the quality of the public services delivered to the public.

SECTOR APPROACH ASSESSMENT

In the framework of the new NSDI 2014-2020, the PAR Strategy was started to be developed in April 2014 following support received by OECD/SIGMA and it will be finalized by December 2014.

PAR focuses on improving the overall administrative capacity, including the reform of PA institutional structures, improvement of the management of civil service wage reform and the capacity building in public administration. Also, the policies' aim is to substantially improve the quality of public services and to ensure a more rapid approximation with EU standards and requirements.

Albanian Government political program 2013-2017, approved by the Parliament on end of September 2013, clearly focuses on the development of the information society and has taken the commitment to work for enhancing and promoting e- services for citizens and business, in order to increase transparency and improve public administration services

Referring to current draft of National Strategy for Development and Integration 2014-2020, sectorial objective clearly aims at the development of e-governance and provision of interactive public services for the citizen and businesses.

Main goals are: Implementation of high impact public services; Comprehensive e-governance; Efficiency and effectiveness of the administration; Interoperability of systems; Mobile services provided by government; Strengthening of the public participation in the decision-making process.

- **Sector and donor coordination**

Albania will ensure that IPA II assistance is integrated in the national strategic framework and medium term budget framework and is coordinated well with the assistance provided by others donors. Albania's development and EU integration efforts are supported by over 40 bilateral and multilateral donors.

This overall donor coordination is under the responsibility of the Deputy Prime Minister with support from the Department of Development Programming, Financing and Foreign Aid (DDPFFA) in the Prime Minister's office. The State Minister for Innovation and Public Administration organizes regular meeting with donor's community in the field of Public Administration Reform. The ministry co-chairs this meeting with EU representatives as Lead Donors in the sector. UNDP, World Bank and Germany/ GIZ are also very active in the sector dialogue.

- **Sector budget and medium term perspective.**

In regards to PAR, the budget program on "Managing and developing public administration" implements policies and strategies for the management and development of public administration.

In light of the importance attached to State Minister for Innovation and Public Administration it has been created a specific and dedicated budget program under the name "Digital Albania". This program will be managed and implemented by the Minister, in order to carry out the Medium Term Budget Planning. Its mission is twofold, on one hand national funds will be available to implement GoA policies and Digital Agenda Strategy and on the other hand it will serve for planning requested co-finance by the donors Other budget programs under the name of "Other Government Institutions" are clearly linked to the development of Information Society Sector and E-government such as: "Services for the Information Society" and "Services of Technology and Innovation".

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

During 2009 - 2011, DoPA was supported by the project "Support to the Albanian Civil Service/Department of Public Administration, funded by IPA 2008 and GiZ. The project supported Public Administration Reform by carrying out a functional assessment of the DoPA's management structure with recommendations to make the reform process sustainable and enforce the implementation of the Civil Service Law.

The latest support is provided through "Support to Civil Service Reform" project funded by IPA 2012. This project will start in October 2014. This project will be implemented through twinning contract with French and Italian Governments and aim at: Implementation of the Civil Service Law and the Law on Administrative Procedures, as well as Strengthen management capacities of Civil Service.

Specific lessons learned show so far that PAR assistance requires a tailor-made approach, however meeting the specific requirements of the individual framework conditions of the Albanian public administration and its success largely depend on the acceptance of the concept by all relevant stakeholders.

The efficiency and the effectiveness of the performance of the PA bodies is directly dependent on an encouraging working environment for civil servants, developed retention policy, effective monitoring system and from the political commitment to the PAR objectives. Further efforts are needed towards policy coordination in the public administration, as well as the uninterrupted support for the implementation of the PAR and for monitoring and evaluation of the PAR Strategy implementation.

Main project, implemented in the field of e-government is the "Support to the National Agency for Information Society aimed at building an e-Government infrastructure in line with EU Personal Data Protection standards", financed under IPA 2009.

This project has built the bases of development of e-Government in Albania in line with EU 2020 Digital Agenda. Nevertheless, the legal framework needs further development and capacities to deliver e-government services need constant development in parallel with the development of infrastructure and services to ensure sustainability.

On the long term, it appears necessary to update the organization of IT management within the Albanian government as the "bottom-up" technological phase.

Another recommendation is that the current situation requires a major centralization of the e-Services governance and at a higher level: governance shall not be limited to IT but shall cover regulations; administrative processes design adjustments, single service design (business process), presentation and architecture. Most of the Operations services should be contracted following the ITIL guidelines.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	
To further strengthen public sector governance and efficiency of the Albanian Public Administration	<ul style="list-style-type: none"> -Government Effectiveness index - Progress made towards meeting accession criteria 	<ul style="list-style-type: none"> 1)World Bank - Worldwide Governance Indicators 2) EU Progress report 	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Improve human resources performance management, full implementation of civil service reform and professionalizing the civil service, ensuring oversight of public administration and improving public service delivery through the simplification of processes, introduction of ICT and development of necessary back-office capacities.</p>	<ul style="list-style-type: none"> - Perception of the public service integrity and trustworthiness by citizens. -Customer satisfaction surveys / indicators 	<ul style="list-style-type: none"> EU progress report -World Bank - Worldwide Governance Indicators -Beneficiary own assessment and GoA monitoring reports (i.e. NSDI monitoring reports) -INSTAT Reports SIGMA's annual assessment review 	<ul style="list-style-type: none"> -Growing acceptance of reform needs within Government, and in general political discussions -Sustainable support from the Government authorities
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Result 1:</p> <p>A professional, impartial, independent and merit-based public administration strengthened</p>	<ul style="list-style-type: none"> - Average number of candidates per vacant position. - Number of training days of public servants. - Percentage of public servants whose employment was terminated based on (two consecutive) negative performance appraisals. 	<ul style="list-style-type: none"> - National and International Surveys like: - SIGMA's annual assessment review 	<ul style="list-style-type: none"> - Authorities commitment to develop reforms; - Sustainable support of Line Ministries' staff and of other PA institutions

<p>Result 2:</p> <p>Control and oversight mechanisms over the public administration guaranteeing citizens' rights and access to information enhanced</p> <p>Result 3:</p> <p>Improved public services delivery by undertaking a legal-structural reform. Public services are digitalized and integrated.</p>	<ul style="list-style-type: none"> - Percentage of appeals whose decision was in favor of the public servant. - Share of public authorities maintaining websites in line with established requirements. - Number of complaints submitted to Civil Service Commissioner, Ombudsman and other oversight bodies in a given year (number of complaints in the areas of public information and public liability should be separated) per 1000 inhabitants. -Burden of government regulations - No. of services offered by the government through ICT -Average length of administrative procedures (time and administrative steps). -Number of services provided through e-Albania. 	<ul style="list-style-type: none"> - World Competitiveness Forum World Bank Institute - E-Government Survey. - Registers of the Data Bases and Information Systems - United Nations International Telecommunication Union 	
ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<p>Activities to achieve Result 1:</p> <p>1.1. Implementation of the whole package of civil service by-laws and the new Code of Administrative Procedures through increasing the human resource management arrangements and capacities of the line</p>	<p>Service contract and supply contract covering result 1 and 2</p>	<p>6 Million Euro</p>	<p>Strong and sustainable support of MIPA and of Line Ministries' staff, as well as of EUD/WB representative to carry on this action and keep the momentum for a long</p>

<p>ministries and other government bodies;</p> <p>1.2. Ensure that DoPA has full overview of HRM data and practices in government bodies through full functioning information management system and extend the functionality and deployment of Human Resource Management Information System for LGU's</p> <p>1.3. Preparing Cost Model and terms of reference for the project of cost evaluation of the Public Administration and especially for public services offered;</p> <p>1.4. Establishment of a system dedicated to competence evaluation, professional development and advancement of CS Management;</p> <p>1.5. Implementation of a document management and processes workflow for all lines Ministries.</p> <p>1.6. Strengthening the capacities of the Local Government Units to implement the Civil Service legislation and new administrative procedures.</p> <p>1.7. Strengthening of ASPA as the central unit of training and human resource capacity building of public administrations including local government units,</p>			lasting reform.
<p>Activities to achieve Result 2:</p> <p>2.1 Development of monitoring and evaluation mechanisms (with clear allocation of responsibilities) for ensuring consistent implementation and coherent standards across the public administration</p> <p>2.2 Improving access to information, collection and processing of data applying new government centralized solutions to attain standardization of information exchanged and better management of information technology resources.</p> <p>2.3 Establishing tools and methods for ensuring continuous cooperation between oversight and public administration institutions, focusing on the Commissioner of Civil Service Supervision, High State Audit Institution, Ombudsman, Administrative Courts, etc.;</p> <p>2.4 Strengthening the capacities of oversight institutions of public administration, such as Commissioner of Civil Service Supervision,</p>	Service contract and supply contract covering result 1 and 2		

High State Audit Institution, Ombudsman, Administrative Courts, etc.

Activities to achieve result 3:

3.1 Analysis of existing legislation and regulations and to streamline improved service delivery. Carry on legislative impact assessment and provide recommendations on future legislation/regulation to be prepared for supporting the reform.

3.2 Review and consolidation of the Inventory of existing platforms and public services

3.3 Implementation of the code of administrative procedures and process review (simplification) in terms of :

-Operational/Administrative Procedures

-Legal Framework to support operational changes

3.4 Design of the public service delivery system along four primary dimensions:

-Definition of Public Services delivery channels,

-Determination of Service selection and Levels of Service to be provided.

-Identification and recommendation on most sustainable financing modality for the system

-Identify participating institutions and structural reform needed to improve service delivery. Set up of an implementation action plan of the new public service delivery system.

3.5 Consolidation of the Albanian Government Gateway platform, through implementation of additional functions on the central multifunctional e-government portal, in accordance of the roadmap proposed by the IPA 2009 technical assistance project.

Service contract covering result 3

ADDITIONAL DESCRIPTION

Albanian Government has recognized that the improvement of the public administration capacities is a key to the further development of Albania. As such, and based on the national and European strategic documents, the Government's priorities in the field of Public Administration Reform focus on the implementation of the new CSL and administrative procedures with a view to enhancing professionalization and de-politicizing of public administration, in view of increasing transparent and merit-based approach for appointments and promotions. The restructuring of Administration or Agencies in terms of structure, staffing, and quality of service is also a main priority. Simplification of procedures is a key component of the new PA Strategy, for civil service and Administrations, as well as for administrative procedures of citizens. Digital procedures and e-government will be a crucial part of it.

The adoption of the Civil Service Law and its secondary legislations and the new Code of Administrative Procedures is considered a major step towards the professionalism and de-politicizing of public administration. The full implementation of these laws is essential for building a professional, effective and merit-based public administration. The new CSL creates a consistent legal framework, provides a clear classification of civil servants, it formally establishes TMC and provides basis for recruitment procedures by concourse and promotion system. The CSL will apply to civil servants of state administration (central and subordinate institutions) independent institutions and local government units, that as a logical consequence will require insurance of standardized practices throughout all public administration institutions, increased needs for training of civil servants on the provisions and on the secondary legislation. The successful implementation of the CSL and code of administrative procedures will contribute to stabilize the number of civil servants, to limit the politically based turnover and loss of qualifications.

Support for the implementation of the above mentioned laws, will therefore be provided in the framework of this action, Specifically, this action will assist Line Ministries, subordinate and independent institutions, as well as pilot local government units, in implementing the new legal framework namely: the New Civil Service Legislation and the New Law on Administrative Procedures, through the adoption of more democratic and efficient administrative procedures which will subsequently make the public administration more professional and efficient.

The activities related to this action document will contribute to further strengthening the capacities of line ministries, subordinate and independent institutions, including some pilot local government institutions by further enforcement of adequate procedures for the application of the civil service and administrative law, and in having appropriate structures to ensure the administrative accountability of the public administration is in place. A broad range of technical expertise and assistance will be needed to be located to several institutions, including to local government units that are located outside Tirana. The successful implementation of this action will make the public administration in Albania consist of effective and efficient institutions, served by a professional civil service that ensures the legality and predictability of the administration, that act in an independent and impartial manner, and contribute to the adoption and implementation of the EU *acquis*.

Assumptions:

- Full commitment and involvement of GoA political representatives (in terms of legislation and institutional review)
- Full commitment and involvement of senior-level officials of MIPA and other GoA-involved bodies
- Willingness of staff involved in public service delivery to embrace new methodologies
- Successful change of organizational culture
- Awareness about the urgency of this reform
- The development of the capabilities and skills within Ministries and large agencies (e.g. Chief Information Officers)

- The development of a culture of standardized performance and customer satisfaction measurements
- Benchmarking and implementation of international best practices
- The Risk which could affect the achievement of the intended objectives and results could be the fragile macroeconomic situation. This could limit the scope for improvements in remuneration, employment, and public finance management reform efforts;

3. IMPLEMENTATION ARRANGEMENTS

ROLES AND RESPONSIBILITIES

State Minister for Innovation and Public Administration (MIPA) will be responsible for all the implementation of the Action, organizing and monitoring all the activities. More specifically will be in charge to assess the existing legislation and regulations in order to highlight all the services provided to the citizens and the areas where needed improvement is. This assessment will serve to define additional legislation or eliminate parts of the existing legislation in the framework of the reform process in order to improve and develop the service delivery and reduce administrative burden.

Department of Public Administration (DoPA) will be responsible for the implementation of those activities that include the fulfillment of the reform on public institutions. Specific focus will be given to the human resources performance management.

Albanian School for Public Administration, part of DoPA after conducting a needs assessment for the Local Government Units will design specific training sessions on the new Civil Service Law and the Law on General Administrative Procedures.

Through the proposed action MIPA will design and implement public service delivery system (call centers, one-stop shops, and e-services) in the entire dimension as described in the activities.

National Agency for Innovation Society will be responsible for the implementation of Government Gateway.

Given the crosscutting nature of this action, the development will require interaction with different central institutions such as the Ministry of Justice, Ministry of Finance, Ministry of Interior, Ministry of Economic Development, Trade and Entrepreneurship, Ministry of Transport, Ministry of Youth and Social Welfare, Ministry of Education and Ministry of Health whom will be required to provide inputs and resources during implementation of action related activities

A group of high level policy makers will have a key role during the implementation of the action. The Action's Steering Committee (ASC) for the entire action or for some part of it will provide cross-sectorial strategic oversight of program implementation. Given the inter-sectorial nature of the action, the ASC will be composed by different stakeholders that have interest in the outcome of the Action. The ASC would review progress reports, advise on key implementation issues, strategic priorities and ensure that agreed performance targets and timelines for activities under the different components are met.

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

An indicative number of a total of 3 service contracts and 1 supply contract are provisioned for the fulfillment of activities under this action and will be tendered and contracted by the CFCU. Terms of references and technical specifications will be prepared by the Beneficiaries institutions

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The current IPS monitoring system (based on PAM process) is focuses on identification on how policy objectives are carried out upon a period of time (annually) in the framework of NSDI/sector Strategies, while IPAMC is concerned about how IPA Action/program's activities have led to the accomplishment of IPA 2 Country Strategy Paper (CSP) objectives. There are some effort to fully harmonize CSP with NSDI/Sector Strategies objectives, therefore it can be stated that for the same policy objective someway the same high level indicators will be monitored (i.e. .Government effectiveness index)

The Government result-based performance monitoring system is introduced in 2010 in a standardized way for 11 line ministries and is used for monitoring of 18 strategies. The core element of that system is the Performance Assessment Matrix (PAMs) based on the core strategy indicators of the NSDI and the (cross) sector strategies. The PAMs includes about 185 result indicators, selected by using SMART criteria. The identified objectives and indicators are equipped with specific targets. The PAM for information society included 10 key indicators. Given the new policy priorities of the new Government of Albania, there will be a review of policy indicators to be aligned to the new PAR strategy and Albanian Digital Agenda. Relevant past indicators are: - Offering of public services in an interactive way for individuals and business; Readiness index of electronic government.

In regard to the process the overall monitoring system will be further strengthened in terms of process standardization, and to better define sector's SMART Indicators.

A calendar is developed as part of the IPS Calendar. The key milestones during the monitoring process include:

- May-June: hearing sessions to analyze the performance of target indicators planned included in the MTBP policy statement, but presented through PAMs.
- June: discussions in the SPC of the findings resulted from the PAMs analyses and launching the monitoring process;
- November - December: discussions between PMO/DDPFFA and the ministries or analyzing the monitoring report developed by the ministries based on the PAMs.
- December: PMO/DDPFFA consolidates monitoring reports and PAMs in one single table and presents them in the SPC for consideration and action.

INDICATOR MEASUREMENT

Indicator	Description	Baseline (2010)	Milestone 2017	Target 2020	Source of information
<i>CSP indicator</i>	<i>Advancement in the IPA II Country Strategy Paper composite indicator for governance and PAR, notably the average of the index for Government Effectiveness, Burden of Government Regulation and Regulatory Quality (distance from EU average = 100)</i>	75.37 (2010)	85.29	89.54	<i>World Bank and World Economic Forum</i>
<i>Action output indicator</i>	<i>Increase of public administration employees registered in HRMIS</i>	0%	<i>All central administration and 50% of local administration</i>	<i>100% of central and local administration</i>	<i>Department of Public Administration annual report</i>
<i>Action output indicator</i>	<i>Increased number of state administration institutions who maintain a document registry and database</i>	n/a	<i>Central registry and 80% of state administration registries in place</i>	<i>All state administration institutions have and maintain registries</i>	<i>Annual report of Commissioner of Data Protection and Right to Information</i>
<i>Action outcome indicator</i>	<i>Increased number of services with a high level of automation*, reducing opportunities for corruption, also relying on the e-governance portal www.e-Albania.al</i>	n/a	<i>All services provided at level 1 and higher</i>	<i>250 services upgraded from level of 2017</i>	<i>National Agency for Information Society (NAIS) annual report</i>

*As per the UN system of defining automation for services (0-4: 0 for no automation and 4 for complete automation)

5. CROSS-CUTTING ISSUES

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

Not applicable.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

This action shall include visibility activities such as conferences, meetings, promotional materials and related events where civil society representatives will be present and involved.

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

During the implementation of the action equal opportunities and non-discrimination shall be guaranteed to all stakeholders and parties involved. This principle is also key in terms of public services access.

MINORITIES AND VULNERABLE GROUPS

During the implementation of the action the concept of “respect for minority rights” and providing equal access to vulnerable groups shall be taken into consideration and guaranteed in the activities to be carried out.

6. SUSTAINABILITY

Considering the action’s complexity and involvement of several institutions, there is need for a strong coordination and commitment from all Albanian institutions involved.

Practically all action's results envisage strong involvement of civil servants whether they concern directly the principal beneficiaries mentioned earlier or other PA bodies that will be subject to horizontal and vertical functional reviews and pilot exercises. Technical assistance will be provided and know-how will be transferred to civil servants while performing daily tasks and the sustainability of the achieved outcomes will be guaranteed in maintaining the jointly produced strategic documents, training programs and analytical studies and guidelines, interoperability and safety standards.

Other elements that will contribute to the sustainability of this Action and expected to be in place by the start of the Action are:

- A strong political commitment and leadership by government to implement Public Administration Reform in Albania;
- The continuous implementation by the Albanian administration of the new Code of Administrative Procedures and the new CSL.

A key factor to ensure the sustainability will be the ongoing availability for funding from the government side, supplemented by development partner support in order to address further capacity development. As positive point, remains the good working and coordination among central institutions and line ministries as well as the good relationship with funding donors, ensured by keeping continuous attention to the EU relationship.

7. COMMUNICATION AND VISIBILITY

Beneficiaries and contractors shall respect the EC’s visibility guidelines in all communication activities undertaken under this action (briefings, presentations, press conferences, training and other events) and in the production of all visual communication tools (publications, fax headers, business cards, advertising material etc).

Also the web-site of the Ministry and DoPA (www.inovacioni.gov.al; www.pad.gov.al) will be used as a platform to share relevant information about the activities

LIST OF ANNEXES (to be shared between Beneficiary Countries and the EC/EU Delegation only)

Indicative list of documents to be annexed to the Action Document:

1. **Detailed Action budget breakdown and planning for contracting procedures** (see attached)
– note : for EC internal use only
2. Detailed Action budget breakdown and explanation of planned activities and type of contracts required under Result 1 & 2

ANNEX 1

Indicative Action budget breakdown and planning for contracting procedures (for EC internal use only)

IMPLEMENTATION MODALITIES	BUDGET (€)		TIMELINE ²	
	Total	EU contribution	Launch of procedure	Contract signature ³
PROCUREMENT				
Indicative No. of contract for Result 1& 2:				
• 1 Service Contract	3.000.000	100%	Q2 2015	Q1 2016
• 1 Supply Contract	1.000.000	100%	Q2 2015	Q1 2016
Indicative No. of contract for Result 3:				
• 1 Service Contract	2.000.000	100%	Q2 2015	Q1 2016
TOTAL	6.000.000			

² Timeline: QUARTER (Q1, Q2, Q3, Q4) YEAR

³ Contract signature date: if relevant; i.e. for Direct Grants mainly

ANNEX 2: Detailed Action budget breakdown and explanation of planned activities and contracts required under Result 1 & 2)

Result 1 is composed of 7 activities and Result 2 is composed of 4 activities. The overall planned budget of 4 million Euros is distributed in 2.5 for Result 1 and 1.5 for achieving Result 2. The internal composing of budget regarding services and supplies is divided in 3 Million Euros allocated for services and 1 Million for supplies, considering that under this action both kinds of contracts will be needed to materialize the activities and successfully achieve overall results. In broader terms, the supplies will be needed to achieve the following main targets:

- Supporting the extension of HRMIS through LGUs, capacity evaluation and professional development. This includes activities expressed thorough 1.2, 1.4, 1.6 and 1.7. These activities need support and supply with estimated values of 1.2 Million in services and 0.25 Million in supplies.

The supplies required under this activities, will be used for establishing a computer based system which will enable several components to be executed within digital platforms. In detail it will be used to perform data capture for filling personnel file information for all units that have limited capabilities or do not have them at all. Simultaneously, parts of this system will be used for tests evaluation in both cases from DoPA and ASPA as well, something that will greatly increase transparency and efficiency of recruiting and training processes.

The services under these activities will provide technical assistance and expertize for the state institutions and independent institutions, such as piloting LGU-s needed to implement the standardized procedures and processes under the new CSL and the CAP.

- Supporting of mechanisms for consistent implementation of standards across public administration, process workflow and document management implementation. This includes activities expressed thorough 1.1, 1.5, and 2.1. These activities need support and supply with estimated values of 1.15 Million in services and 0.35 Million in supplies.

With supplies, is foreseen the establishment of basic support infrastructure which will enable at least all line ministries to start managing documentation thorough approved processes. DoPA foresees that through IPA 2012 twinning project, it will be able within 2015 to revise job descriptions and prepare standard operating procedures for ministries. As a subsequence there will be need for technical assistance under this action to implement and encourage line ministries and other public institutions to use technology solutions which should enable public employees to easily comply with regulation and improve standardization across public administration.

The services under these activities will provide technical assistance and expertise for line ministries and other government bodies that will implement the standardized procedures and processes under the new CSL and the CAP.

- Supporting the improve access to information, collecting, processing and data exchange and preparing cost model for public administration. This includes activities expressed thorough 1.3 and 2.2. These activities need support and supply with estimated values of 0.35 Million in services and 0.4 Million in supplies.

The supplies foreseen to achieve this objective are intended to establish a centralized information technology infrastructure capable to offer easy deployment and high level integration capabilities which will contribute to successfully achieve this target. If we will look to solve this integration issues based on individual projects and at a later stage trying to integrate them, it will cost much more and take considerable time with dubious results. What we would like to construct is to have e central based information technology infrastructure which will be offered as “service” to central government institutions and local government units. This “solution” will be very easy to manage and whatever services it will be needed could be deployed easily via web interfaces which will be quite free from local computing power that all these units have. Maintenance also will be low and basically only

covering central installation. Most importantly, we see such a system like a first tentative system especially in testing sustainability in long terms, that will be able to analyze and evaluate processes, information and services offered by many different government units and we could allocate proper computational power for them. All these government units could then measure and optimize their internal ITC expenditures having the “option” to rent most of them as services from central government infrastructure.

Therefore this “solution” will be the best one especially for the local government units, since we can offer them very professional unified tools as shared resources and basically free of local maintenance issues. This solution will permit a much simpler information exchange between government with better security and improving overall transparency.

The services under these activities will provide technical assistance and expertise for line ministries and other government bodies that will implement the standardized procedures and processes under the new CSL and the CAP.