



REPUBLIKA E SHqipërisë

# **The Open Government Partnership Draft -National Action Plan For Albania 2020 - 2022**

**Public Consultation  
26 November 2020**

Open  
Government  
Partnership



***Open Government Partnership  
Action Plan for Albania 2020-2022***

# Open Government Partnership Action Plan for Albania 2020-2022

The Open Government Partnership (OGP) aims to improve governance through government–civil society collaboration to co-create and co-develop reforms that promote transparency, public accountability and civic participation.

**Action plans** are at the core of participation in OGP. They are **created by combining the forces of government and civil society, working together to co-create ambitious commitments across a range of issues.**

From July 2020 until now the Albanian Government, under the leadership of the Deputy Prime Minister & the Development and Good Governance Department within the Office of the Prime Minister has worked with key public institutions and members of civil society organizations (CSOs) during 14 stakeholder consultations to draft a set of ten reform commitments for inclusion in Albania's 2020-2022 OGP Action Plan

# Principles of the Open Government Partnership

## Transparency

**Publication of all government-held information** (as opposed to only information on government activities);

**Proactive or reactive releases of information;**

Mechanisms to strengthen the **right to information;**

Open access to government information.

## Accountability

**Rules, regulations, & mechanisms** in place that call upon government actors to justify their actions and to **act upon criticisms** or requirements made of them;

Governments **must accept responsibility for failure to perform** with respect to laws or commitments;

**Outward-facing component** (i.e., they are not solely accountable to internal systems, but also involve the public).

## Civic & Public Participation

Governments seek to **engage citizens in a dialogue** on public policies or programs;

Governments **request their input, feedback, and contributions**, which lead to more responsive, innovative, and effective governance.

## Technology & Innovation

Governments embrace the importance of **providing open access to technology** for citizens;

Governments **embrace the role of new technologies** in driving innovation, and the many benefits of increasing its capacity;

Technology and innovation cannot be a stand-alone principle but must support/advance the previous three principles.

# Action Plan Structure:

The action plan is divided into 4 thematic components that each includes the following:

## ***Component Overview***

Why is the topic important for government reform? What efforts have been made so far?  
How government has collaborated with civil society?  
What challenges remain to addressing this problem?

## ***Commitments/ Specific Objectives:***

- What is the problem that the commitment will address?
- What is the commitment?
- What is the overall objective & the expected results?
- How will the commitment help solve the problem?

## ***OGP Values –***

*How does the commitment improve:*

- Transparency;
- Public Accountability;
- Public & Civic Participation;
- Technology & Innovation.

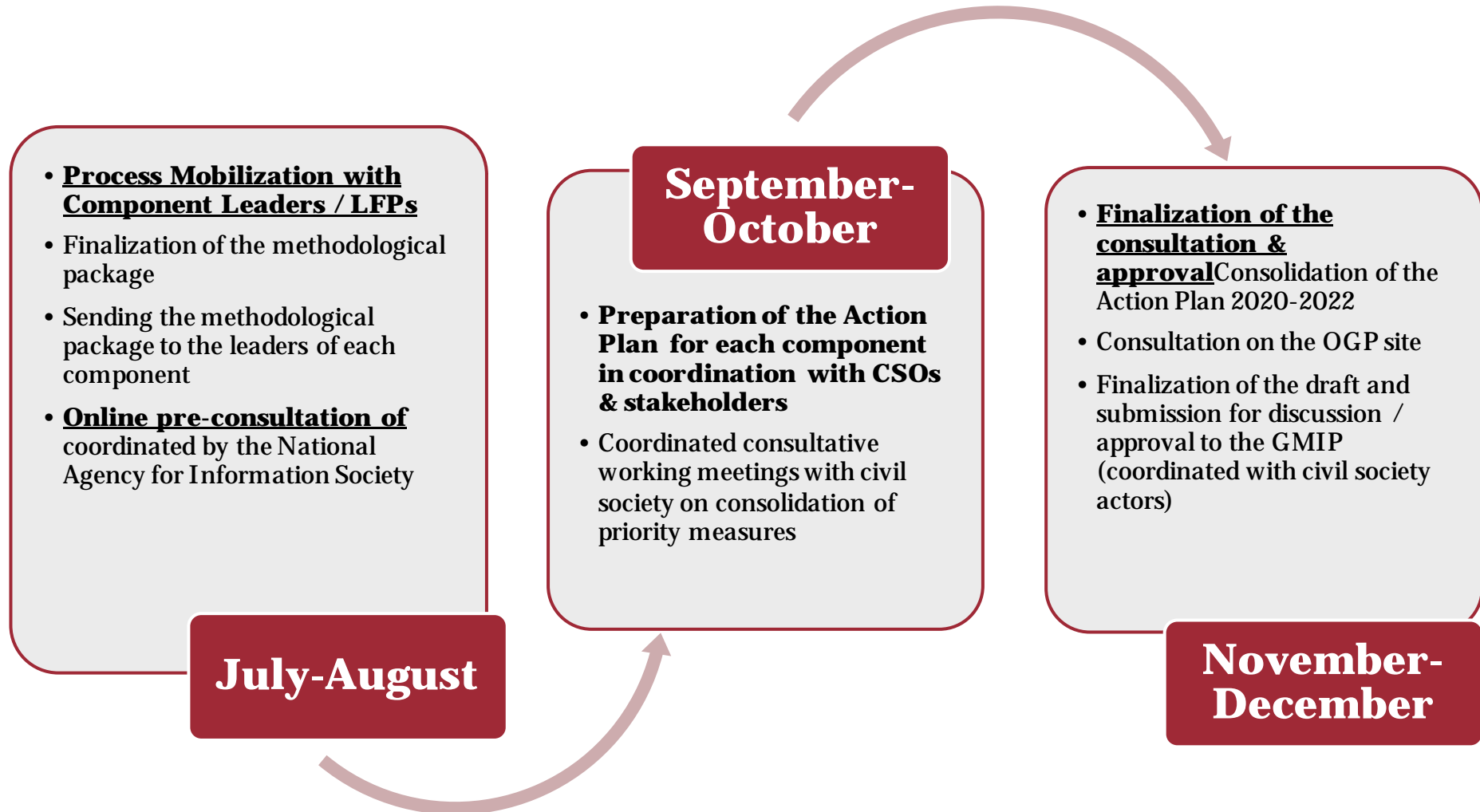
## ***Institutions Responsible:***

Government institutions & CSOs that will implement the commitment & the milestones

## ***Milestones:***

Specific activities that will help achieve the commitment

# Primary Stages of Albania's 2020-2022 OGP Action Plan Development Process



# Components & Lead Focal Point Institutions (LFPs)

## Component 1: **Anti-Corruption**

*Lead Focal Point Institutions:*

**Ministry of Justice**  
**Ministry of Finance & Economy**

*Steering Committees & Thematic Groups:*

**Public Financial Management Committee**

**Thematic Anti-Corruption Group**

*Linked Strategy:*  
**Anti-Corruption Strategy**

## Component 2: **Digital Governance**

*Lead Focal Point Institutions:*

**National Agency for the Information Society**  
**Service Agency for the Provision of Integrated Services**

*Steering Committees & Thematic Groups:*

**E-Governance Thematic Group**  
**Thematic Services Group**

*Linked Strategy:*  
**Digital Agenda Strategy and the Long Term Policy Paper on Citizen Service**

## Component 3: **Access to Justice**

*Lead Focal Point Institution:*

**Ministry of Justice**

*Steering Committees & Thematic Groups:*

**Steering Committee for Justice Reform**

*Linked Strategy:*

**Justice Strategy and Action Plan 2022**

## Component 4: **Fiscal Transparency**

*Lead Focal Point Institution:*

**Ministry of Finance & Economy**

*Steering Committees & Thematic Groups:*

**Public Financial Management Committee**

*Linked Strategy:*

**Public Financial Management Strategy 2022**

# Role of the Technical Secretariat / Government Point of Contact (POC)

The Development and Good Governance Department within the Office of the Prime Minister acts as the Technical Secretariat for the OGP 2020-2022 Action Plan development process. **To facilitate improved coordination, oversight, accountability and stakeholder involvement in the development of the action plan the Technical Secretariat acts as the Albanian Government Point of Contact (POC).**

**Integrated Policy Management Group for Good Governance and Public Administration** under the leadership of the Deputy Prime Minister - focuses on the Albanian Government's priority for 'Good Governance' at the central and local level

- Coordinate policies and monitor implementation of the action plan
- Coordinate with civil society all measures that will be planned in the Action Plan 2020-2022, enabling consultations in periodic stages until the approval of the Action Plan 2020-2022



# Improved Coordination, Accountability & Stakeholder Involvement

With improving participation, transparency and accountability central to Albania's approach to the development of the action plan the POC has taken on additional responsibilities in order to centralize the coordination of the action plan.

The POC oversees the development of action plan commitments under the four areas of policy focus through **increased management of and coordination with the Lead Focal Point Institutions (LFPs) designated to each of the policy focuses**. Further the POC in close collaboration with NAIS ensures the OGP website is updated with all the relevant reports, contributions and supplementary information for effective and informed stakeholder participation.

**The POC has developed and implemented a new series of support tools, mechanisms and procedures** that provide a framework for expanded co-creation for both the action plan 2020-2022 and from which to further build for future action plans.

# Management Framework

## ***Methodology:***

- The POC developed the methodology framework for the development of the OGP Action Plan based on the mechanisms and processes related to Albania's Integrated Planning System.

## ***OGP Website:***

- The POC in close collaboration with NAIS ensures the OGP website is updated with all the relevant reports, contributions and supplementary information for effective and informed stakeholder participation.

## ***Stakeholder Consultations:***

- The POC oversees the consultation process between LFPs and stakeholders for each of the four proposed policy areas.
- Each policy area is to conduct 3-4 stakeholder consultations in collaboration with the POC with an additional stakeholder consultation will be carried out following the drafting of the action plan.

## ***Management Calendar:***

- Designed to facilitate accountability and ensure all procedures are appropriately followed the POC has created a management calendar with all intermediary tasks involved in the development of the action plan.

# Outputs deliverables for the NAP 2020-2022 Mechanisms for Participation in the Development of Albania's 2020-2022 OGP Action Plan

## & Dissemination of Relevant Information

### Publication of Materials

**4**  
Pre-Consultation  
Reports

Proposed Action  
Plan  
Commitments

Proposed Action  
Plan  
Commitments

Consultation  
Information &  
Materials

### Direct Dissemination

Consultation  
Materials &  
Information

**1** OGP Focused  
Brief

**4** Policy Focus  
Specific Briefs

## Collaboration Mechanisms

### Dialogues & Meetings

**14** Thematic  
Stakeholder  
Consultations

**1** Consultation  
meeting with Civil  
Society Council

**13** Consultation  
Reports

### Written Feedback

**4** Thematic Pre-  
Consultation  
Surveys

**8**  
Thematic  
Feedback Tools

**1** Public Online  
Consultation

# Deliverable: Stakeholder Support & Feedback Mechanisms

## ***Produced: OGP Brief (1)***

- Overview of the OGP process for stakeholders;
- Promotes participation by highlighting the opportunities that the OGP process offers for stakeholders to partake in policy making and governance;
- Explains independence of the IRM framework

## ***Produced: Policy Focus Briefs (4)***

- One per component;
- Focuses specifically on the policy area being proposed;
- Provides relevant information, examples & links to resources to equip stakeholders with sufficient information to be able to effectively engage & contribution to action plan development

## ***Produced: Feedback Tools (8)***

- General feedback form (4): enables stakeholders to submit electronically broad feedback including main issues, broad ideas & recommendations relating to the policy focus
- Specific feedback from (4): enables stakeholders to elaborate and refine their ideas within the format of the OGP requirements

# Thematic Stakeholder Consultations

## ***Stakeholder Consultations:***

- POC oversees consultation process between LFPs & stakeholders for each of the four policy areas
- Each component's LFP/s have conducted 4 stakeholder consultations in collaboration with the POC
- **Stakeholders have been encouraged to provide comments, ideas & general feedback during consultations**
- All comments and discussions are recorded in the consultation report and have been published on the OGP website.
- Comments and suggestions made during consultations have been e incorporated into the development of the action plan 2020-2022.

## ***Partnered Presentations for Stakeholder Consultations:***

- POC have coordinated with the LFP to facilitate presentations for the stakeholders
- LFPs have been explained the relevant details of their work and suggested ideas and recommendations for the action plan
- POC in all presentations have outlines the concept of OGP, Albania's approach, relevant examples from other countries and the ways in which stakeholders can contribute
- In the entire process have been focuses on equipping stakeholders with the information and tools to utilize their expertise towards developing ideas relevant to the OGP Action Plan – with each presentation building on the previous consultation

# Consultation Process Reporting Framework

## *Consultation Reports produced*

Consultation guidance & accompanying report templates provided to LFPs

- Focus on evidence/ emphasis on identifying areas for improvement regarding engagement and identification of areas where to improve engagement
- Reports completed for pre-consultation study & each consultative meeting
- Each report is published

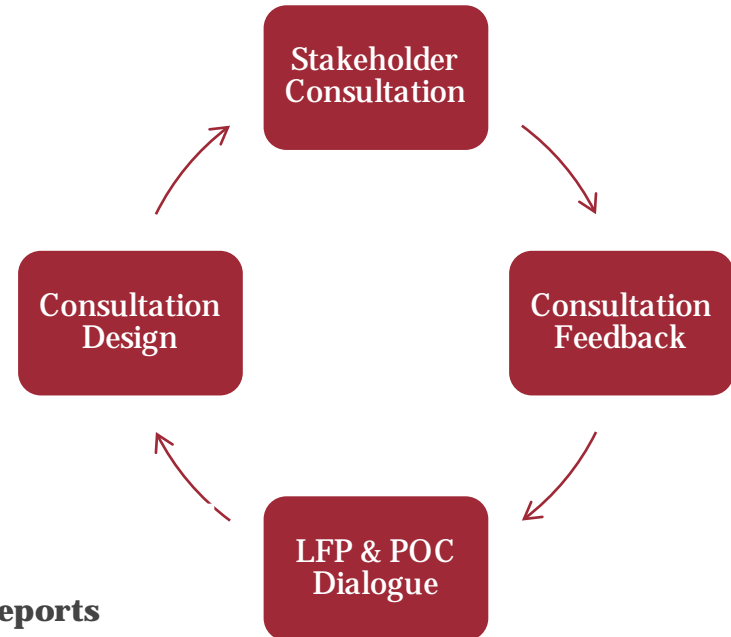
## *Quality Check for Reports*

Structured templates have been provide feedback to the LFPs on reports

The reports provides a formal and consistent means of on-going feedback to foster consistency in reporting as well as support improvements to stakeholder engagement and participation.

## *Weekly Consultation Planning Meetings & On-Call Support & Guidance:*

- POC held regular meetings with each LFP to address any issues in stakeholder engagement, flag potential areas of concern, discuss any adjustments in approach & develop the strategy for the next week
- POC have been available via email and phone for regular check-ins with the LFPs as communication is encouraged and has been facilitated by the feedback procedures established, thus, promoting more cooperation between the POC and LFPs



# Albania's OGP Website

## *General Resources:*

- Information & resources on the Open Government Partnership & Albania's work to date
- 2020-2022 OGP AP Management Calendar
- Electronic public register
- Draft 2020-2022 OGP AP
- Past national action plans & monitoring reports
- Various other resources on progress of past action plan commitments

## *Designated page for each component:*

- Pre-consultation reports have been published
- Draft action plan component have been published
- ***Stakeholder Input have been published***
- Information brief for stakeholders on OGP
- Information brief for stakeholders on component
- Electronic form to submit feedback/ ideas/ recommendations
- ***Each Stakeholder Consultation (14 consultation meetings have been published accompanied with the evidences as below):***
- Agenda
- Presentations
- Attendance List for each meetings
- Minutes & operational conclusions for each meeting
- Consultation reports for each consultation meetings

# Action Plan Development Calendar

Jul.

## Preparations

Methodological Guide Developed & Approved

*Responsible Institutions:* POC

Launch of Drafting Process with POC & LFPs

*Responsible Institutions:*  
POC, MoJ, MoFE, ADISA

Aug.

## Preliminary Consultation

4

**Online Surveys & Pre-Consultation Reports**

*Responsible Institutions:*  
POC, MoJ, MoFE, ADISA

Sep.

## Thematic Group Consultations for Co-Creation

14

**Stakeholder Consultations & Consultation Reports**

*Responsible Institutions:*  
POC, MoJ, MoFE, ADISA

Oct.

**Action Plan Draft Based on LFP & Thematic Group Inputs**

Nov.

## Public Consultation on Draft Action Plan

Consultation with Civil Society Council

*Responsible Institutions:*  
POC, Civil Society Council

Online Public Consultation

*Responsible Institutions:*  
POC

Dec.

**Consolidation & Government Approval of Final Action Plan**

**Action Plan Submitted to OGP**



# Technical Secretariat / Point of Contact Oversight

**Anti-Corruption**

**Digital Governance**

**Access to Justice**

**Fiscal Transparency**

**Pre-Consultation Online Survey**

Report & POC Feedback

Report & POC Feedback

Report & POC Feedback

Report & POC Feedback

**Thematic Group Stakeholder Consultations**

4

**25 Sep. 2020**

Report & POC Feedback

**29 Sep. 2020**

Report & POC Feedback

**6. Oct. 2020**

Report & POC Feedback

**14. Oct. 2020**

3

**30 Sep. 2020**

Report & POC Feedback

**9 Oct. 2020**

Report & POC Feedback

**20 Oct. 2020**

4

**29 Sep. 2020**

Report & POC Feedback

**5 Oct. 2020**

Report & POC Feedback

**13 Oct. 2020**

Report & POC Feedback

**21 Oct. 2020**

3

**15 Sep. 2020**

Report & POC Feedback

**30 Sep. 2020**

Report & POC Feedback

**15 Oct. 2020**

# Stakeholder Participation in the OGP Plan 2020-2022

4

produced: 4 Pre-Consultation Surveys

270 CSOs  
Invited

24 CSOs  
Responded

14

14 Thematic Stakeholder  
Consultations

190 CSOs  
Invited

30 CSOs Attended

12  
Contributed

## *Typology of the Stakeholders /CSO's Who Attended in 14 public consultation meetings on the OGP Action Plan*

### 11 - Human Rights Organizations

- 2 - focused on people with disabilities
- 2 - focused on the Roma population
- 1 - focused on women's rights
- 6 - focused on other human rights issues

### 1 - Academic Institution

### 13 - Good Governance Organizations

- 8 - think tanks / research institutes
- 4 - EU integration focused

### 3 - International Development Organizations

# ***2020-2022 OGP Commitments***

# Thematic Components

**Anti-Corruption**

**Digital Governance**

**Access to Justice**

**Fiscal Transparency**

## Commitments

2

Integrity Plans

Beneficial  
Ownership  
Register

4

Expansion of e-government services

Expansion of Open Data Portal

Integrated Service Centers (ISCs)

Monitoring Public Service Delivery at ISCs

2

Access to Justice Aligned with Laws & Best Practices

Transparency & Accountability Strengthened in Ministry of Justice

2

Increased Budget Transparency

Increased Public Revenue Transparency

Component 1:

***Anti-Corruption***

Component 2:

***Digital Governance***

Component 3:

***Access to Justice***

Component 4:

***Fiscal Transparency***

Component 1:

***Anti-Corruption***

# Component 1:

# ***Anti-Corruption***

## ***Overview***

- Tackling corruption is one of the most important objectives of the Albanian government and it's one of the five key priorities for the country for integration to the European Union.
- Corruption weakens public trust in government, hampers legitimate economic activity, threatens public resources and income, and negatively impacts public administration and service delivery.
- The ISAC is adopted in 2015, and is implemented by two action plans, 2015-2017, 2018-2020. By July 1, 2020 Government of Albania prolonged ISAC up to 2023 and approved the third (new) action plan 2020-2023.

## ***Collaboration with Civil Society***

- Active civic participation in governance processes is a necessity and a guarantee for maintaining the integrity of governance. MoJ/NCAC has established a network of CSO-s for consulting and discussing the anticorruption policy documents and reports. NCAC has a very good experience working with CSO-s as it is the drafting of the integrity instruments.

## ***Challenges***

- The implementation of corruption prevention mechanisms. The promotion and integration of anti-corruption reforms will require a significant shift in public administration culture. Developing and implementing integrity plans for all central administration institutions and their subordinates will require substantial political will and technical capacity and commitment within these institutions.
- CSO partnership for the implementation of the anticorruption policies.

# Pre-Consultation Survey

Anti-corruption component/ integrity plans was based on a pre-consultation survey delivered via email and published in the OGP Albania website/ anti-corruption link for stakeholders. There has been an online questionnaire, 8 questions, for receiving comments and preliminary proposals by CSO-s. Some specific question were:

*What is the role of public administration employees in drafting of IP?*

*Are foreign experts (outside the administration) needed to draft an IP?*

*What is the role of CSOs in implementing an integrity plan in the administration?*

*What will be considered a priority in the implementation of this instrument (integrity plans) in the fight against corruption in public administration?*

*Propose concrete proposals for the action plan?*



**34 CSOs  
Invited**



**3 CSOs  
Responded**

## ***Stakeholder Engagement***

- There is network of anticorruption CSO established to the MoJ/NCAC (Forum of the AC CSO)
- Despite the fact that the invitation has been open and public, a negative impact regarding the presence of interest groups in the consultative meetings may be their busy agenda; Inadequate conditions due to the Covid-19 situation, the questionnaire was drafted and published on the web (in August when most are on leave).
- The direct invitation and open discussion/ tables will have a positive impact on the improvement and engagement of stakeholders.

## ***Summary of Feedback***

- Guarantee and enable cooperation to highlight the importance of drafting this instrument in the fight against corruption.
- Coordinate the process of drafting and ensure their implementation
- Areas at risk for corruption due to lack of IP are selection and recruitment of employees, performance in office, misuse of the state budget,;
- Is proposed a possible measure to be included in the IP



# Stakeholder Consultations

25 Sep. 2020

4  
CSOs

29 Sep. 2020

7  
CSOs

6 Oct. 2020

8  
CSOs

14 Oct. 2020

8  
CSOs

14

***stakeholders participated:***

## ***Good Governance & EU Integration:***

- Institute for Democracy & Mediation (IDM)
- Albania/National Democratic Institute
- Albanian Centre for Economic Research
- Cooperation & Development Institute (CDI)
- International Chamber of Commerce in Albania
- International Chamber of Commerce (ICC)
- Partners Albania for Change & Development
- European Movement Albania (EMA)

## ***Human Rights:***

- Albanian Helsinki Committee
- Albanian Legal & Territorial Research Institute (ALTRI)
- Albanian Institute of Public Affairs/ Universiteti M. Barleti
- Different & Equal
- Child Rights Centre Albania (CRCA)

## ***International Development:***

- European Bank for Reconstruction & Development (EBRD)

# Lessons Learnt on Stakeholder Engagement

## Challenges

- The process of drafting and consulting of draft OGP action plan for the specific specification has been done online due to Pandemic Covid 19.
- The stakeholders provided tire contribution respectively in all consultation meetings verbally as well as electronically.
- MoJ/NCAC delivered calls of the participations via email, social media, MoJ website, phonecalls

## Efforts to Increase Engagement

- Encourage them by talking directly to stakeholders about the importance of their participation and incorporating ideas and suggestions into concrete measures.
- The creation of a joint bridge between the stakeholders and the Ministry of Justice will influence the provision of proposals and contributions in order to improve the problems encountered in the exercise of their activity.

## Recommendations to Improve Stakeholder Participation in the Future

- Publication and press release
- Open Invitation and Promotions on social networks and Web of events
- Increase and involvement of stakeholders in consultative meetings in order to closely present their problems
- Post-sharing the draft of the documents/action plan

# Main Issues Raised by Stakeholders

Adoption of acts to check for corruption cases, ethical behavior and accountability

- Oversight mechanisms, percentage of audited budgets, percentage of recruitment of new public servants transparently
- Lack of Transparency regarding Public Procurement Contracts / PPP'
- Improving the public services and promoting of ethic and transparency
- Trainings of civil servants on risks of integrity and IP
- Corruption Proofing of legislation methodology drafted
- Continues trainings on whistle blower internal mechanisms

## Recommendations from Stakeholders

- Budget reports should be simplified to be understandable by citizens
- Publication of concession contracts' /PPP
- User friendly of public administrations acts and standardization of reporting in webpages of institutions; programs of transparencies
- Increasing the number of CSO-s and their involvement in monitoring and implementation of the strategic policy documents
- Government – CSO partnership to be established in revising of strategic policy documents

## Specific Proposals From Stakeholders

“

Drafting and adoption of a methodology for monitoring of the implementation of the Integrity Plan

”

### **Problem the Idea Addresses**

- Monitoring of the Integrity Plan is on annual bases, but the institution itself should check the implementation twice/year. It is needed a methodology how the monitoring should be done and the reports to be published.

### **Objective of Idea**

- Methodology of the monitoring of Integrity Plan drafted and implemented

## Specific Proposals From Stakeholders

“

*Integrity Plan revision (in compliance with recommendations of the monitoring reports)*

”

### **Problem the Idea Addresses**

- Integrity Plan document has an implementation time for 2020-2023 and referring to the possible findings and recommendation, the revision to be based on.

### **Objective of Idea**

- Integrity Plan revision or (New Integrity Plan)



*How was stakeholder feedback used in the action plan?*

### ***Milestones***

- Methodology document: instrument on monitoring Integrity Plans in central government institutions

## **Commitment 1:**

### ***Open Government in the Fight against Corruption /Integrity Plans***

#### ***What is the commitment***

Albanian government institutions to operate with integrity and functionality, in order to prevent corruption, assuring transparency and accountability

#### ***What is the problem the idea will address***

Strengthening the integrity framework in the public administration as part of the mechanisms in the fight against corruption

Improve public services

Increase accountability of public services

#### ***Objective of idea***

Public administration working with integrity

#### ***Expected results***

1. Methodology document: Guidance / integrity risk assessment methodology for the central government approved
2. MoJ IP approved and implemented
3. Integrity risk assessment in MoJ subordinate institutions & integrity plan approved
4. Integrity risk assessment in LM & integrity plan approved



## *Integrity Plans*

### **Transparency & Access to Information**

- Consultative meetings, round-tables, reports and plans of each ministry and subordinate institutions' IP development process published and publically available.
- Annual monitoring reports on the implementation of IP published and will be accompanied with supplementary detailed information to facilitate citizens' comprehension and understanding of the plans.

### **Public Accountability**

- Monitoring reports will track the progress of the initiative and the implementation of each institution's integrity plan.
- Public consultation of the reports to enable the ability for civil society and citizens to hold institutions answerable and accountable.

### **Civic & Public Participation**

- Increase public trust on the processes; to address the disillusionment of civil society from participating in governance reforms.
- Requiring public institutions to consultate with the public in the design of their IP ( co-ownership of the process)
- Publication of the plans and inclusion of supplementary information to foster accessibility and citizen awareness incentivized to participate and maintain engagement.

### **Technology & Innovation**

YES  NO

## Specific Objective: Integrity Plans

| <b>Priority Measure 1:</b><br><br><b>Integrity plans drafted and approved by central government institutions</b>                 | <b>Indicators</b>   | <b>Lead Responsible Institution</b> | <b>Supporting / Agencies</b> | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|--|---|-------------------------------------|------------------------------|------------------|------------|------------------------|---------------------------|--------------------------|
|  |   |                                     |                              | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
| <b>Milestone 1:</b><br>Methodology document: Guidance / integrity risk assessment methodology for the central government drafted | Manual (methodology) drafted  | MoJ                                 | CSO                          | Jan. 2020        | June 2020  |                        |                           |                          |
| <b>Milestone 2:</b><br>Strengthening the capacities of the MoJ technical staff on the identification of integrity risks          | Workshops on the identification of work processes/Analyses and assessment of the intensity of integrity risks | MoJ                                 | CSO                          | Jan. 2020        | June 2020  |                        |                           |                          |
| <b>Milestone 3:</b><br>Approval and Publication of the Integrity Risk Assessment Methodology for the central government          | Manual (methodology) approved   | MoJ                                 |                              | June 2020        | Dec. 2020  |                        |                           |                          |
| <b>Milestone 4:</b><br>Drafting, consulting, approval and publication of the IP document of the MoJ                              | MoJ IP approved   | MoJ                                 |                              | June 2020        | Dec. 2020  |                        |                           |                          |

# Specific Objective: Integrity Plans

| Priority Measure 1:<br><br><b>Integrity plans drafted and approved by central government institutions</b>  | Indicators   | Lead Responsible Institution | Supporting/ Agencies | Timeframe |           | Indicative cost | Sources of Finance |                   |
|--|--|------------------------------|----------------------|-----------|-----------|-----------------|--------------------|-------------------|
|  |  |                              |                      | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 5:</b><br>Information and presentation mechanisms to MoJ and LM subordinate institutions, for the risk assessment process and presentation of the integrity guide | MoJ Integrity Plan promotion roundtable  | MoJ                          | CSO                  | June 2020 | Dec. 2020 |                 |                    |                   |
| <b>Milestone 6:</b><br>Integrity risk assessment in MoJ subordinate institutions according to the model developed in MoJ; Integrity plan drafted                               | Integrity risk assessment in MoJ subordinate institutions & integrity plan drafted | MoJ subordinates             | MoJ                  | Jan. 2021 | Dec. 2021 |                 |                    |                   |
| <b>Milestone 7:</b><br>Integrity risk assessment; drafting, approval of Integrity Plans by all central institutions (ministries).  | Ministries have approved IPs   | Ministries                   |                      | Jan. 2022 | Dec. 2022 |                 |                    |                   |
| <b>Milestone 8:</b><br>Increased transparency by public administration institutions on IP (e-bulletin)   | No. of bulletins produced / published (2021/2022)                                  | Ministries                   |                      | Jan. 2021 | Dec. 2022 |                 |                    |                   |

# Specific Objective: Integrity Plans

| Priority Measure 2:<br><br><b>Comprehensive analysis on the applicability of integrity plans in the Ministry of Justice and line ministries</b>   | Indicators  | Lead Responsible Institution | Supporting / Agencies | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|------------------------------|-----------------------|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |                              |                       | Start     | End       |                 | State Budget       | Foreign Financing |
|   |   |                              |                       |           |           |                 |                    |                   |
| <b>Milestone 1:</b><br>Methodology document: instrument on monitoring Integrity Plans in central government institutions  | Manual (methodology) monitoring/evaluation of IP implementation, conducted and approved | MoJ                          | CSOs                  | Jan. 2020 | Dec. 2020 |                 |                    |                   |
| <b>Milestone 2:</b><br>Drafting and consulting the monitoring report on the implementation of the IP of MoJ with stakeholders and CSOs  |   | MoJ                          | CSOs                  | June 2020 | Dec. 2020 |                 |                    |                   |
| <b>Milestone 3:</b><br>Evaluation report for the implementation of the IP of MoJ is produced every 1 year (2 internal reports/every 6 months) during the time of implementation of the plan |   | MoJ                          |                       | June 2021 | June 2022 |                 |                    |                   |
| <b>Milestone 4:</b><br>Preparation of recommendations based on the findings of the evaluation performed/added transparency to the given recommendations                                     | No. of recommendations given for IP   | MoJ                          |                       | June 2021 | June 2022 |                 |                    |                   |
| <b>Milestone 5:</b><br>Drafting and consulting the monitoring report on the implementation of the IP of MoJ subordinate with Stakeholders/CSOs through information meetings/workshops       |   | MoJ                          | CSOs                  | June 2022 | June 2022 |                 |                    |                   |

# Component 1: ***Anti-Corruption***

## ***Commitment 2: Beneficial Ownership***

### ***Overview***

- The Law "On the register of beneficial ownership", fulfils one of the recommendations of MONEYVAL.
- This law regulates the definition of the beneficial ownership; the obligated entities which must register the beneficial owners; the creation, functioning and administration of the Register of Beneficiary Ownership; the procedure and the manner of registration and storage of the registered data of the beneficial ownership as well as the punitive measures in case of non-registration of the beneficial ownership.

### ***Challenges***

- The lack of the legislative bases;
- The lack of the Register of Beneficiary Ownership;
- Limitation of the procedure and the manner of registration and storage of the registered data of the beneficial ownership as well as the punitive measures in case of non-registration of the beneficial ownership

# Commitment 2:

## ***Beneficial Ownership***

### ***What is the commitment***

Beneficial Ownership law fulfils one of the recommendations of MONEYVAL. The law partially approximates EU Directive.

### ***What is the problem the idea will address***

Beneficial Ownership law regulates the definition of the beneficial ownership; the obligated entities which must register the beneficial owners; the creation, functioning and administration of the Register of Beneficiary Ownership; the procedure and the manner of registration and storage of the registered data of the beneficial ownership as well as the punitive measures in case of non-registration of the beneficial ownership.

Law no. 9917/2008 "On the Prevention of Money Laundering and Financing of Two Terrorists", amended, subordinated and enforced by law, have the obligation to identify the owners of their clients. However, the records of the owners seeking to be identified by these signatures of duties have not registered a special national registration.

In addition, the subject of registration in the Republic of Albania, a current legislation, is not obliged to identify and register the registration of a special national registration data for their tire owners.

### ***Objective of idea***

To determine the manner and procedures of data registration for beneficial ownership, as well as the notification from the competent state authorities and from the obligated subjects to determine the rules for the functioning of the Register of Beneficial Ownership

### ***Expected results***

- Approval of the draft law 'Register of Beneficial Ownership'
- Implementation of the Law on the Register of Beneficial Ownership

## *Beneficial Ownership*

### **Transparency & Access to Information**

- The register will function as an official electronic achieve to ensure transparency of beneficial owners
- In the database, the data of the subjects are registered, collected in real time, administered by the relevant state institutions

### **Public Accountability**

By ensuring transparency in the field of beneficial ownership and the definition of the institutions in charge of data registration and their administration, as well as all other institutions responsible for fulfilling of the resulting legal obligations, aims to improve public accountability.

### **Civil & Public Participation**

**The competent state authorities shall have free, direct and** unrestricted electronic access to the data registered in the register, in order to fulfill their legal duties related to the inspection of the Register of Beneficiary Owners and the collection of data on owners beneficiary.

Any person may obtain information about the data recorded in the register, which is not freely accessible and public, only if he proves that he has a legitimate interest in obtaining this information

### **Technology & Innovation**

- Yes, as the register uses electronic database!

| <b>Priority Measure 1:</b><br><b>Approval of the draft law “Register of Beneficial Ownership”</b> | <b>Indicators</b>  | <b>Lead Responsible Institution</b> | <b>Supporting / Agencies</b> | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|---|--|-------------------------------------|------------------------------|------------------|------------|------------------------|---------------------------|--------------------------|
|   |  |                                     |                              | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
|   |  |                                     |                              |                  |            |                        |                           |                          |
| <b>Milestone 1:</b><br>Approval of the draft law “On the register of beneficial ownership”        | Drafting, consulting with stakeholders and following the procedures of the approval of the draft law | MoFE                                | LMs                          | Jan. 2020        | Dec. 2020  |                        |                           |                          |



| Priority Measure 2:<br><b>Implementation of the Law on the Register of Beneficial Ownership</b>   | Indicators  | Lead Responsible Institution | Supporting / Agencies | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|------------------------------|-----------------------|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |                              |                       | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 2:</b><br>Drafting and approval of bylaw:<br>- DCM “On determining the manner and procedures of data registration for beneficial ownership, as well as the notification from the competent state authorities and from the obligated subjects”  | Drafting, consulting with stakeholders and following the procedures of the approval of the draft law.<br><br>Adopted by law                           | MoFE                         | LMs                   | Jan. 2020 | Dec. 2021 |                 |                    |                   |
| <b>Milestone 3:</b><br>Drafting and approval of bylaw:<br>DCM “On determining the rules for the functioning of the Register of Beneficial Ownership, on the way of communication in electronic form and exchange of data between the National Business Center and responsible state bodies, as well as for the manner and terms of communication between the Register of Beneficial Ownership, the Trade Register and the Register of Non-Profit Organizations” | Drafting, consulting with stakeholders and following the procedures of the approval of the draft bylaw.<br><br>Adopted by law                         | MoFE                         | LMs                   | Jan. 2021 | Dec. 2021 |                 |                    |                   |
| <b>Milestone 4:</b><br>Creation of the register of Beneficial Ownership.  | Drafting, consulting with stakeholders and following the procedures of the approval of the draft law.<br><br>Register of beneficial ownership created | MoFE                         | LMs                   | Jan. 2021 | Dec. 2021 |                 |                    |                   |

Component 2:  
***Digital Governance***

# Component 2:

## ***Digital Governance***

### ***Overview***

- Digital development creates new opportunities to enhance trust in the public sector;
- Creating an administration that focused primarily on the needs of citizens, with particular attention to be paid to addressing accessibility needs of marginalized groups.

### ***Collaboration with Civil Society***

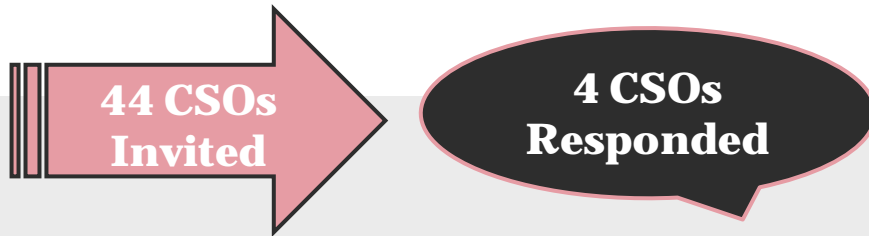
- In order to increase collaboration with civil society ADISA has periodical meetings and Focus Groups with representatives of civil society to promote continuous improvement in service delivery process, and to support the necessary change in the institutional and management culture.

### ***Challenges***

- The absence of information on public services, a condition that created ambiguity and possibilities of misuse of the funds of the citizens and companies.
- Not just changing the mentality about service delivery, but also raising citizens' awareness of their rights as beneficiaries of public services.

# Pre-Consultation Survey

In order to better understand the situation and the approach of citizens representing organizations of civil society in public service delivery. The set of questions help us keep in track with changes that need to happen in order to improve the accessibility to public services.



## ***Stakeholder Engagement***

- Stakeholders were selected from a list of 44 civil society organizations representing different marginalized groups.
- Stakeholder engagement could be improved by using various channels of communication.

## ***Summary of Feedback***

- The addition of a section which identifies marginalized groups in the questionnaire that ADISA uses to measure citizen satisfaction in the Integrated Service Centres (ISC's);
- Converting the official website in an easy-reading format.
- Training of ADISA office clerks to deliver public services to people with intellectual disabilities.

# Stakeholder Consultations

30 Sep. 2020

2  
CSOs

10 Oct. 2020

3  
CSOs

20 Oct. 2020

4  
CSOs

4

*stakeholders participated:*

## ***Human Rights:***

- Roma Active Albania;
- Down Syndrome Albania;

## ***International Development Organization***

- UNDP;
- IDRA.

# Lessons Learnt on Stakeholder Engagement

## Challenges

- Lack of commitment;

## Efforts to Increase Engagement

- Use different channels of communication;

## Recommendations to Improve Stakeholder Participation in the Future

- Publish the consultation on social media
- Developing a platform with all contacts and people of contact for civil society organizations.

## Main Issues Raised by Stakeholders

- Lack of accessibility in public services for people with intellectual disabilities;
- Insufficient accessibility for marginalized groups of public service delivery.

## Recommendations from Stakeholders

- The addition of a section which identifies marginalized groups in the questionnaire that ADISA uses to measure citizen satisfaction in the Integrated Service Centres (ISC's);
- Converting the official website in an easy-reading format.
- Training of ADISA office clerks to deliver public services to people with intellectual disabilities.



## Specific Proposals From Stakeholders

*“ ‘Satisfaction questionnaire’ to identify & address the problems & difficulties in the public service delivery process for marginalized groups ”*

### **Problem the Idea Addresses**

- Citizens prefer not to declare if they are part of a marginalized or vulnerable group due to fear of discrimination or bullying

### **Objective of Idea**

- Increase the engagement and satisfaction of marginalized groups in public service delivery

## Specific Proposals From Stakeholders

“

*‘Office clerks trained to deliver public services to people with intellectual disabilities’*

”

### **Problem the Idea Addresses**

- People with intellectual disabilities are bound to be accompanied by a care taker if they wish to apply for a public service

### **Objective of Idea**

- Increasing accessibility of public services to people with intellectual disabilities

## Specific Proposals From Stakeholders

“*‘Easy reading website’ that can be accessed from people with intellectual disabilities*”

### **Problem the Idea Addresses**

- Website information could be difficult to understand from people with disabilities, so adapting it in an easy reading format could be more easy in terms of accessibility.

### **Objective of Idea**

- Increase engagement of people with disabilities in the information provided from official websites



*How was stakeholder feedback used in the action plan?*

## ***Commitments***

- The feedback from stakeholders was significant but it did not result in a new commitment, rather than being included in the existing commitments already present in the Action Plan.

## ***Commitment 3: Development of e-government through provision of interactive electronic public services for citizens & businesses***

### ***What is the commitment***

By the end of the year, more than **1200** public services or **95%** of all public service applications will be provided on e-Albania portal

### ***What is the problem the idea will address***

- Administrative burden on citizens and businesses in obtaining public services;
- Time costs & corruption risks of face-to-face contact between citizens & administration officials

### ***Objective of idea***

Transforming public services through increased accessibility of public services & changing the mind-set of citizens on this form of communication with public institutions.

### ***Expected results***

- Increasing transparency & quality of service delivery;
- Reduction in service delivery costs;
- Facilitation of bureaucratic procedures;
- Prevention of opportunities for corruption

# *Development of e-government through provision of interactive electronic public services for citizens & businesses*

## **Transparency & Access to Information**

- Improve real time accessibility of public service information for citizens & business;
- Ensure equal access to public services in all sectors of the community;
- Guarantee transparency of service provider institutions & protection for the privacy of individuals

## **Civic & Public Participation**

- Reduction of administrative burden on citizens & businesses in obtaining services;
- Increased opportunities & accessibility for citizens to interact with public institutions & provide feedback / influence policy decision making;
- Guaranteed privacy protection for citizens incentivizes citizen use / feedback.

## **Public Accountability**

- Provision of feedback from citizens & businesses enables accountability of institutions to be answerable for their service delivery;
- Electronic services help avoid opportunities for improper benefits;
- Electronic services create traceability to support institutional accountability to rule of law.

## **Technology & Innovation**

- Digitalization of public services enables:
- Citizen access to real-time information;
  - Accessibility for citizens to provide feedback from anywhere, anytime and with their privacy protected;
  - Increased transparency of public institutions through the public account.

| Priority Measure 1:<br>Increasing the no. of e-services on e-Albania portal | Indicators  | Lead Responsible Institution                   | Supporting / Agencies  | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|--|--|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |  |  | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 1:</b><br>Implementing new e-services on e-Albania portal      | Expansion of public services available online on e-Albania portal<br>Assessment conducted in coordination with civil society to identify next areas of expansion/improvement      | National Agency for Information Society (NAIS) | Line Ministries and their dependent institutions, local government, independent institutions | Jan. 2020 | Dec. 2022 |                 |                    |                   |
| <b>Milestone 2:</b><br>Promotion of e-services of the e-Albania portal      | Awareness campaign.<br>Explanatory materials to educate citizens on use and applications of e-portal.<br>Feedback mechanism for citizen recommendations to improve accessibility. | National Agency for Information Society (NAIS) | Line Ministries and their dependent institutions, local government, independent institutions | Jan. 2020 | Dec. 2022 |                 |                    |                   |

## Commitment 4: *Expansion and increased accessibility of the Open Data Portal*

### ***What is the commitment***

Increase the volume and quality of government data being published in an open format on the Open Data Portal.

### ***What is the problem the idea will address***

- More engagement is required to bring other public bodies to make their data available as open data;
- Greater promotion of the portal amongst potential users.

### ***Objective of idea***

Improve access to information and strengthen transparency by scaling up the volume and quality of open data available on the Government's open data portal.

### ***Expected results***

- Expanded number of datasets accessible through the open data portal;
- Promotion of new innovative ideas, services and products;
- Increased awareness and usage of the open data.



## *Expansion and increased accessibility of the Open Data Portal*

### **Transparency & Access to Information**

- Reflects the growth potential of the digital economy, making the data & information sources created by the public administration easily accessible to society;
- Ensure equal access to open government data in all sectors of the community

### **Public Accountability**

Open data allows users to compare and combine the connections among different datasets, tracing data across a number of programs and sectors so they can identify if are any gaps or misleading formation.

### **Civic & Public Participation**

- Provides a transparent and accountable foundation to improve decision-making;
- Enables civic participation and better informed engagement between governments and citizens;
- Strengthens the trust in the public institutions by reinforcing governments' obligation to respect the rule of law.

### **Technology & Innovation**

Open data presents opportunities to provide innovative, evidence-based policy solutions and support economic benefits and social development for all members of society.

*Specific Objective: Expansion and increased accessibility of the Open Data Portal*

| <b>Priority Measure 1:</b><br><b>Expanding the context and accessibility of the Open Data Portal</b>  | <b>Indicators</b>   | <b>Lead Responsible Institution</b>            | <b>Supporting/ Agencies</b>  | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|---|---|--|--|------------------|------------|------------------------|---------------------------|--------------------------|
|   |   |  |  | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
| <b>Milestone 1:</b><br>Increasing the number of datasets accessible through the open data portal.     | Datasets on portal cover all  | National Agency for Information Society (NAIS) | Line Ministries; Subordinate institutions and their dependent institutions; local government, independent institutions | Jan. 2020        | Dec. 2022  |                        |                           |                          |
| <b>Milestone 2:</b><br>Raising awareness and promoting usage through multiple communication channels. | Accessibility strategy designed to explain use of portal and increase accessibility to citizens. Awareness campaigns conducted. | National Agency for Information Society (NAIS) | Line Ministries; Subordinate institutions and their dependent institutions; local government, independent institutions | Jan. 2020        | Dec. 2022  |                        |                           |                          |

# Commitment 5: *Establishment of Integrated Service Centres (ISCs)*

## ***What is the commitment***

Increasing accessibility in public services by expanding ADISA Integrated Service Centres (ISC's) in territory.

Giving citizens and businesses fast, easy, and transparent access to public services.

## ***What is the problem the idea will address***

Increasing accessibility for marginalized and vulnerable groups in public service delivery process.

## ***Objective of idea***

Being inclusive in the public service delivery process

## ***Expected results***

- Expanding ADISA ISC's in territory
- Ensuring ISC's are accessible for people with physical and intellectual disabilities.

## *Establishment of Integrated Service Centres (ISCs)*

### **Transparency & Access to Information**

- Standardized processes ensure citizens receive comprehensive information that is well-structured;
- Information on public services are available through several means: in-person service windows, ADISA website, ADISA Mobile App, or the e-Albania online portal or designated telephone service.

### **Public Accountability**

- ISCs reduce the possibilities for bribes through standardization of public service delivery processes
- Reform of application processes at ADISA service windows remove opportunities for petty corruption;
- Opportunities for citizen feedback promote accountability of public service delivery.

### **Civic & Public Participation**

- ADISA continuously engages with civil society through inclusive focus groups, including marginalized groups to ensure ISCs
- ISCs aim to make public services more accessible to citizens in general
- ISCs offer feedback opportunities for citizens

### **Technology & Innovation**

- ADISALab continuously identifies means to efficiently & effectively innovate / improve public services delivery;
- Electronic systems support set-up assistance, training, standardized processes & monitoring of quality;
- Electronic systems enable legitimate citizen feedback systems;
- Online platforms provide citizens with a multitude of ways to use services & obtain information.

| Priority Measure 1:<br><b>Expansion of ADISA Accessible Integrated Service Centres (ISCs)</b>            | Indicators   | Lead Responsible Institution | Supporting/ Agencies    | Timeframe |           | Indicative cost | Sources of Finance |                   |
|--|--|------------------------------|-------------------------|-----------|-----------|-----------------|--------------------|-------------------|
|  |  |                              |                         | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 1:</b><br>Identifying the right environment in accordance with the accessibility parameters | Number of accessible Integrated Service Centers;<br><br>Territory expansion of ADISA ISCs. | ADISA                        | Prime Minister's Office | Jan. 2020 | Dec. 2022 |                 |                    |                   |
| <b>Milestone 2:</b><br>Preparing the reconstruction project in line with ADISA's standards.              |  |                              |                         |           |           |                 |                    |                   |
| <b>Milestone 3:</b><br>Reconstruction of the building/environment  |  |                              |                         |           |           |                 |                    |                   |
| <b>Milestone 4:</b><br>Operational Integrated Service Centre.  |  |                              |                         |           |           |                 |                    |                   |

# Commitment 6: *Monitoring the quality of Public Service Delivery at ISC's*

## ***What is the commitment***

Conducting citizen surveys to monitor citizen satisfaction with public service delivery and the timeliness of these services. These surveys will be integrated into performance monitoring assessments in order to identify ways to improve service delivery.

## ***What is the problem the idea will address***

Areas of low citizen satisfaction in public service delivery & low public trust & areas where accessibility to public services is lacking.

## ***Objective of idea***

By monitoring the quality of public service delivery at ISCs it aims to improve public service delivery to citizens & increase satisfaction of service users.

## ***Expected results***

- Mechanism for continuous feedback from citizens on public service delivery;
- Improved service delivery that reflects needs of citizens;
- Increased accountability of public service providers;
- Increased citizen satisfaction & public trust that citizen needs heard & addressed.

# *Monitoring the quality of Public Service Delivery at ADISA ISC's & service counters*

## **Transparency & Access to Information**

- Standardized processes to record & track citizen satisfaction enable
- Publication of results from citizen surveys will provide transparency on performance of public service delivery;
- Publication of strategies that incorporate citizen feedback.

## **Public Accountability**

Tracking citizen satisfaction in consistent & standardized processes facilitates accountability of those institutions & agencies delivery those public services by making them more answerable to their objectives and towards improving their delivery.

## **Civic & Public Participation**

Provides citizens a means to provide feedback on public service delivery & to highlight opportunities to increase inclusivity of public service delivery.

## **Technology & Innovation**

- Online platforms and electronic databases ensure traceability and tracking of survey results;
- Electronic databases of survey results will facilitate public accountability by providing a clear mechanism to track agencies progress in addressing citizens concerns, making them more answerable.

| Priority Measure 1:<br><b>Increasing citizens' public service delivery satisfaction</b>   | Indicators  | Lead Responsible Institution | Supporting/ Agencies    | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|------------------------------|-------------------------|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |                              |                         | Start     | End       |                 | State Budget       | Foreign Financing |
|   |   |                              |                         |           |           |                 |                    |                   |
| <b>Milestone 1:</b><br>Conducting citizen satisfaction surveys at ADISA ISC's.            | Surveys conducted;<br><br>Citizens surveyed;  | ADISA                        | Prime Minister's Office | Jan. 2020 | Dec. 2020 |                 |                    |                   |
| <b>Milestone 2:</b><br>Conducting surveys to measure the application time at ADISA ISC's. | Publication of survey result reports;<br><br>Citizen feedback incorporated into strategies for improvement. |                              |                         |           |           |                 |                    |                   |



Component 3:  
***Access to Justice***

# Component 3: *Access, Transparency & Accountability in Justice*

## ***Overview***

- Access to justice is characterized as a fundamental and necessary right to aim at a democratic, just and impartial society.
- Considered as one of the main principles of the rule of law, with the aim of improving the performance of institutions, strengthening the system of transparency, effectiveness & impartiality in Albanian courts & opportunities for citizens to provide a legal remedy in basic human rights standards.

## ***Collaboration with Civil Society***

- The initiatives of non-profit organizations and their projects are engaged and focused in the field of justice have played a role in informing and educating the public legally;
- Civil society has played an important role in supporting improved access to justice. The Open Society Foundation for Albania has supported the establishment of the Directorate of Legal Aid Guaranteed by the State to help citizens who do not have the financial means to pursue their problems;
- State-guaranteed legal representation and assistance, will coordinate and collaboration with civil society organizations to ensure that all citizens have access to quality legal support and resources.

## ***Challenges***

- Improving citizens' trust in the justice system and attitudes towards justice reform
- Improving integrity and professional and technical competence of justice institutions and all actors within this system (judges, prosecutors, lawyers, notaries, bailiffs, mediators) towards approximation with European standards will facilitate a more accountable and competent system.

# Pre-Consultation Survey

A pre-consultation survey was designed in order to identify the problems and priorities of stakeholders. The survey included 14 questions and 12 sub-questions, including:

- 1. What do you consider to be the biggest obstacle for citizens' access to justice?**
- 2. Where do you think transparency can be improved?**
- 3. What do you see as the biggest challenge with transparency in justice currently?**
- 4. Do you think that the provision of Free Legal Aid by the Ministry of Justice is enough to ensure that citizens have access to legal resources?**



## ***Stakeholder Engagement***

- Survey was publically available online and open;
- Stakeholders from civil societies / interest groups that are related to access to justice, transparency and institutional accountability were directly invited to participate;
- Limited response may have been due to busy agendas, inadequate conditions due to the Covid-19 situation, the publication of the questionnaire in August when most are on leave or that many stakeholders do not have direct contact with the Ministry of Justice regarding access to information published by the MoJ

## ***Summary of Feedback***

- Increase access to complete & more detailed information on the MoJ website;
- Full functioning of mediation for resolving legal issues;
- Increasing cooperation with civil society & universities;
- Capacity building of the Directorate of Prisons, the Institute of Forensic Medicine & the Rehabilitation System;
- Increasing the efficiency in giving answers to the citizens & solving the problems that arise in their complaints
- Reduce the bureaucracy in the justice system

# Stakeholder Consultations

29 Sep. 2020

4  
CSOs

05 Oct. 2020

5  
CSOs

13 Oct. 2020

6  
CSOs

21 Oct. 2020

2  
CSOs

11

***stakeholders participated:***

## ***Good Governance & EU Integration:***

- Center for Institutional Development and Democratization
- Albanian Institute of Sciences
- European Movement Albania (EMA)

## ***Human Rights:***

- Protection of Persons with Disabilities
- Institute of Roma Culture in Albania
- Center for the Protection of the Rights of the Child in Albania (CRCA)
- Different & Equal

## ***International Development:***

- Representative from the Law Clinic / Pedagogue at the Faculty of Law, University of Tirana

# Lessons Learnt on Stakeholder Engagement

## Challenges

- Substantial improvement in civic engagement on government initiatives on justice reform presents a substantial challenge;
- Approach guided by continuous & sustained efforts is required to enable and facilitate the development of ongoing dialogues and collaboration and contributions from civil society

## Efforts to Increase Engagement

- Encourage stakeholders directly by emphasizing the importance of their participation;
- Incorporate stakeholder ideas and suggestions into concrete measures.

## Recommendations to Improve Stakeholder Participation in the Future

- Publication and press releases on opportunities to participate, contribute or submit feedback;
- Open Invitation and Promotions on social networks and Web of events
- Increase and involvement of stakeholders in consultative roundtables in order to closely present their problems
- The inclusion and creation of bridges of cooperation (e.g. working groups) will have a positive impact on the improvement & engagement of stakeholders

# Main Issues Raised by Stakeholders

- Lack of accessibility of complete and detailed information on the Website of the Ministry of Justice
- Lack of full digital functioning of electronic systems, mainly notaries, bailiffs and other dependent institutions
- Slow pace of justice reform
- Lack of awareness of citizens for mediation and mediation services & support
- Lack of cooperation between the Directorate of Free Legal Aid and Universities
- Lack of capacity among justice professionals
- Lack of capacity and other issues that complicate law enforcement

# Recommendations from Stakeholders

- Improve the quality of representation in trials
- Strengthen the system of transparency, efficiency & impartiality in Albanian courts
- **Increase the capacity of civil society to monitor & address these issues**
- Create simpler & less bureaucratic mechanisms to facilitate citizens' access to justice
- **Accelerate justice reform:** improve independence & impartiality of the justice system
- **Organize training courses for administrative staff of courts & prosecutor's offices**
- **Increase stakeholder involvement in consultative roundtables & establish dialogue to strengthen cooperation in the consultation & decision-making process for justice reforms**
- **Establish an electronic register** for magistrates, judges & prosecutors.
- Increase control & periodic reporting on aspects of changes in justice.

Legislation review focusing on collective claims, small claims

## Specific Proposals From Stakeholders

“

*Establishing bridges of cooperation between civil society and other actors*

”

- Increase the involvement of civil society in the process of consultation and decision-making on justice reform
- Involvement of civil society and increased transparency in making public the reporting of the Strategies and the implementation of their action plans, as well as the comprehensive activities of the institution will increase civic trust
- Increase and strengthen inter-institutional cooperation between the Directorate of Free Legal Aid and civil society actors in the framework of strengthening access to justice



## Specific Proposals From Stakeholders

“

*Strengthen impartiality, transparency and accountability*

”

- Strengthening the system of transparency, efficiency and impartiality in Albanian courts
- Improving the quality of representation at trial, increasing the capacity of civil society to monitor and address these issues
- Increasing transparency and access to public information will have a positive impact
- Organizing training courses for the administrative staff of courts and prosecutors' offices, the result of which is aimed at improving the quality of services, application of adequate standards during the work process in courts and prosecutors' offices.
- The aim of a management system of its main actors - judges, prosecutors, lawyers, notaries, bailiffs, mediators - possess the moral integrity and professional skills to implement the European standard and direction in Albania.

## *How was stakeholder feedback used in the action plan?*

- Stakeholders express their contribution to the proposal of concrete activities, measurable feasible and in accordance with specific objectives.
- The contribution of stakeholders influenced the improvement of activities focusing mainly on increasing access to justice and transparency
- Influenced the improvement of cooperation through the Directorate of Free Legal Aid and public institutions / national organizations and by using as well as civil society actors in the context of strengthening access to directions (*Joining Courts; Prosecutions; Donors; Providers of free legal aid; Law Clinics in HEIs; Primary Legal Aid Service Center; Authorized Non-Profit Organizations and Secondary Legal Aid Lawyers*).
- Influenced the improvement and measures related to the website of the Ministry of Justice and subordinate institutions

# ***Commitment 7: Access to justice is guaranteed & aligns with EU standards & best practices***

## ***Objective of idea***

Develop the necessary environment that enables and ensures citizens to be able to effectively achieve the quality support of justice they need to fully resolve their legal problems.

Citizens' awareness of the legal system and legal aid resources available to them is improved.

## ***What is the commitment?***

Access to justice is guaranteed & aligns with EU standards & best practices:

- Establishment of Free Legal Aid Directorate to provide guidance and legal aid to citizens lacking resources to pay for legal support;
- Strengthened cooperation between governmental, non-governmental institutions (NGOs) and civil society organizations (CSOs) via inter-institutional forum ;
- Capacity building, through development of ongoing training and examinations for legal professionals and legal aid service providers, in collaboration with universities and other experts.

## ***What is the problem the idea will address***

The problem focuses on developing the necessary environment that enables and ensures citizens to be able to effectively achieve the quality support of justice they need to fully resolve their legal problems

## ***Expected results:***

- Free Legal Aid Directorate operational to support citizens needing legal guidance and support;
- Improved inter-institutional cooperation between the MoJ, legal clinics, the National Chamber of Mediators (DHKN), the Albanian Bar Association, NGOs and CSOs;
- Strengthened professional capacity of justice professionals via new capacity building systems;
- Inter-institutional forum established to continuously improve provision of legal aid;
- Improved citizens' awareness and access to mediation services and support;
- Increase transparency and accountability between intermediaries through electronic registers available to the public.

*Access to justice is guaranteed & in accordance with national laws, European standards & best practices.*

## **Transparency & Access to Information**

- Establishment of simple & non-bureaucratic mechanisms for citizens to access legal guidance & assistance;
- Online publication of all documents relating to all aspects of action plan (e.g. training requirements, services available, outcomes from forum meetings);
- Campaign to raise public awareness on legal system, resolving legal problems & legal aid resources available;
- Training to ensure legal aid professionals provide sufficient information/guidance to citizens
- Electronic database of mediation activities

## **Public Accountability**

- Standardized training modules, curriculum & examinations for legal aid providers;
- Publically accessible database of mediation activities;
- Inter-institutional cooperation & forum between government institutions & NGOs & CSOs ensures platform for answerability and accountability to citizens;
- All independent institutions included are independent & regulated by law.

## **Civic & Public Participation**

- Implementation of measures subject to monitoring whereby stakeholders can request complete information
- Adoption of platforms where citizens can give their impressions / opinions regarding the functioning of the Action Plan measures
- Inter-institutional cooperation & forums between government institutions & NGOs & CSOs enables civil society to co-establish measures to improve legal aid delivery & co-implement
- Adoption of platforms where citizens can give feedback on the implementation of Action Plan measures

## **Technology & Innovation**

- Uses online platforms to support citizens access to legal resources & information & guidance;
- Uses electronic databases to enable public accountability & transparency relating to mediation activities;
- Online publication of all activities, programs & relating documents to facilitate transparency, participation & accountability.

| Priority Measure 1:<br><b>Legal aid is offered in an efficient and effective form which provides citizens in need, full access to such service</b>  | Indicators   | Lead Responsible Institution   | Supporting/ Agencies  | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|--|--|---|-----------|-----------|-----------------|--------------------|-------------------|
|   |  |  |   | Start     | End       |                 | State Budget       | Foreign Financing |
| <p><b>Milestone 1:</b><br/>The primary and secondary legal aid system is fully functional and provides equal access to justice for citizens across the country (human resources, primary legal aid offices and appropriate tools, technical capacity , etc.). Directorate of Free Legal Aid is established with the mission of ensuring equal access of all individuals to the justice system through the provision of legal aid guaranteed by the state.</p>                               | <p>Directorate of Free Legal Aid established in accordance with the legislation in force</p> <p>Directorate is staffed with sufficient capacity to guarantee the ability to provide the services required by citizens.</p> | <p>Ministry of Justice (MoJ):</p> <p>Directorate of Free Legal Aid</p> | <p>National Agency for Information Society (for electronic service)</p>   | Jan. 2020 | Dec. 2020 |                 |                    |                   |
| <p><b>Milestone 2:</b><br/>Strengthening and capacity building through appropriate training for free legal aid service providers throughout country. This includes cooperation with the Albanian Bar Association (ADB) for training of lawyers providing services and cooperation with ASPA and donors for training at legal aid service centers for students of Law Clinics and authorized NGOs so that employees gain more in-depth knowledge regarding the system of free legal aid.</p> | <p>First module of mandatory training of employees of the Primary Legal Aid Service Centers developed</p>  | <p>Ministry of Justice (MoJ)</p> <p>Directorate of Free Legal Aid</p>  | <p>The National Chamber of Mediators (DHKA); School of Magistrates (for training), Albanian School of Public Administration (ASPA), Donors (United Nations Development Program, Euralius)</p> | Jan. 2020 | Dec. 2021 |                 |                    |                   |

| <b>Priority Measure 1:</b><br><b>Legal aid is offered in an efficient and effective form which provides citizens in need, full access to such service</b>   | <b>Indicators</b>  | <b>Lead Responsible Institution</b>                            | <b>Supporting/ Agencies</b>  | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|---|--|--|--|------------------|------------|------------------------|---------------------------|--------------------------|
|   |  |  |  | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
| <b>Milestone 3:</b><br>Strengthening inter-institutional cooperation between the Directorate of Free Legal Aid and public institutions, as well as with national and international institutions / civil society organizations. Cooperation framework established to strengthen access to justice (cooperation with Courts; Prosecution Offices; Donors; free legal aid service providers: Law Clinics at HEIs; Primary Legal Aid Service Centers; Authorized Non-Profit Organizations and Secondary Legal Aid Lawyers). | Cooperation framework established. Regular technical meetings held with relevant institutions and civil society actors to identify necessary measures to be taken and identify roles and responsibilities. | Ministry of Justice (MoJ)<br><br>Directorate of Free Legal Aid | Courts; Prosecutions; Law Clinics; Primary legal aid service centers; Authorized NGOs; the National Chamber of Advocates (DHS) | Jul. 2021        | Dec. 2021  |                        |                           |                          |
| <b>Milestone 4:</b><br>Establishment of the Inter-Institutional Forum for legal aid guaranteed by the state with the technical secretariat in the Directorate of Free Legal Aid. This forum will provide an opportunity for all stakeholders involved in the process to exchange views / suggestions on how the legal aid delivery process can be improved. The forum will be institutionally set up and there will be regular periodic meetings  | Establishment of forum.<br><br>Forum consists of public institutions, NGOs, CSOs & citizens.<br><br>Calendar for forum meetings established.   | Ministry of Justice (MoJ)<br><br>Directorate of Free Legal Aid | Law Clinics; Primary legal aid service centers; Authorized NGOs; the National Chamber of Advocates; courts; prosecutions;      | Jan. 2021        | Dec. 2022  |                        |                           |                          |

| <b>Priority Measure 2:</b><br><b>Mediation procedure as an alternative solution mechanism, functional in practice not only in law, is efficient, and issues are resolved with the full consent and agreement of the parties</b>   | <b>Indicators</b>   | <b>Lead Responsible Institution</b>                                  | <b>Supporting/ Agencies</b>   | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|---|---|--|---|------------------|------------|------------------------|---------------------------|--------------------------|
|   |   |  |   | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
| <b>Milestone 5:</b><br>Increase cooperation between the Ministry of Justice and the National Chamber of Mediators (DHKN).   | Framework established for cooperation & coordination between the MoJ & the DHKN.  | TBD  | Ministry of Justice;<br>The National Chamber of Mediators (DHKA)        | Jan. 2021        | Dec. 2022  |                        |                           |                          |
| <b>Milestone 6:</b><br>Increasing and improving the professional capacities of intermediaries through the organization of initial continuous trainings, as well as training of trainers.<br><br>This initiative will be a collaboration between the Ministry of Justice, together with the National Chamber of Mediators. | Consultation table held on relevant bylaws<br><br>Regulations for trainings established<br><br>Curriculum & examination methods for candidates determined<br><br>Training calendar determined & implemented | Ministry of Justice;<br><br>The National Chamber of Mediators (DHKA) | School of Magistrates;<br>National Chamber of Advocates (for trainings) | Jan. 2020        | Dec. 2021  |                        |                           |                          |

| <b>Priority Measure 2:</b><br><b>Mediation procedure as an alternative solution mechanism, functional in practice not only in law, is efficient, and issues are resolved with the full consent and agreement of the parties</b>  | <b>Indicators</b>  | <b>Lead Responsible Institution</b>      | <b>Supporting/ Agencies</b> | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|--|--|--|-----------------------------|------------------|------------|------------------------|---------------------------|--------------------------|
|  |  |  |                             | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
| <b>Milestone 7:</b><br>Organizing awareness campaigns for the mediation service in the country.<br><br>In order to raise public awareness, the National Chamber of Mediators will organize awareness campaigns in order to inform the public on how to resolve various legal issues through mediation. | Awareness campaign topics selected in collaboration with civil society partners.<br><br>Awareness campaigns organized. | The National Chamber of Mediators (DHKA) |                             | Jan. 2020        | Dec. 2021  |                        |                           |                          |
| <b>Milestone 8:</b><br>The National Chamber of Mediators will create an electronic database in order to record every mediator who exercises his activity in this field, also within the access of every interested citizen but also transparency.  | Design of electronic database.<br><br>Commissioning & implementation of database.                                      | The National Chamber of Mediators (DHKA) |                             | Jan. 2021        | Dec. 2021  |                        |                           |                          |



# Commitment 8: *Transparency & accountability strengthened in the Ministry of Justice*

## ***What is the problem the idea will address***

Citizens lack sufficient access to MoJ information:

- Official website needs to be improved to include all relevant documents & publish new ones in a timely manner;
- Available documents may be too technical or long to be easily understood by citizens

## ***What is the commitment?***

Strengthening the functioning and capacities of the Ministry of Justice (MoJ) in the areas of transparency and accountability.

- Focuses on promoting transparency by publishing of MoJ documents online in an easily understandable format;
- MoJ establishes dedicated working group to improve the quality and quantity of information available online & the accessibility of content for non-technical citizens;
- Promotes use of technical and professional capacity to ensure sustainability of transparency efforts & on-going updating of website.

## ***Objective of idea***

To develop the necessary systems & mechanisms to ensure transparency and consequently promote accountability within the MoJ

## ***Expected results:***

Increased transparency and use of access to public information:

- MoJ official website is fully functional ;
- Information published on website in real time & is relevant to citizens when requesting services;

Improved accountability within MoJ & subordinate institutions:

- Working group ensures transparency is maintained;
- Strengthened cooperation and coordination between relevant activities and responsibilities of the MoJ and its subordinate institutions.

# *The functioning & capacities of the Ministry of Justice have been strengthened in the areas of transparency & accountability*

## **Transparency & Access to Information**

- Increasing the capacity to have a fully functional website will enable citizens greater access to resources & relevant information;
- Real-time information for citizens in cases where they will request services;
- The drafting of the final report based on the current state of the internet will have a direct impact on improving the information requested by the public.

## **Civic & Public Participation**

- Cooperation and coordination of activities will share the respective responsibilities between the institutions;
- Establishment of working groups and cooperation tables with CSOs ensures transparency efforts reflect the needs of citizens;
- Citizens able to provide feedback and contribute to the monitoring of the implementation of action plan activities

## **Public Accountability**

- Monitoring reports, including those from civil society will be published;
- Establishment of working groups and cooperation tables with CSOs promotes external accountability;
- Reporting system will be established and implemented based on criteria for reporting system selected with feedback from external experts / consultations.

## **Technology & Innovation**

- Improvement & maintenance of MoJ website central to increasing the accessibility of information to citizens in order for them to contribute & hold public institutions accountable;
- Use of audiovisual communication will increase accessibility of information to citizens.

| <b>Priority Measure 1:</b><br><b>Increase of technical and professional capacities of the Ministry of Justice in order to have a fully operational website, so the information is published on real time and the information is useful for citizens when seeking services</b> | <b>Indicators</b>  | <b>Lead Responsible Institution</b>  | <b>Supporting/ Agencies</b>   | <b>Timeframe</b> |            | <b>Indicative cost</b> | <b>Sources of Finance</b> |                          |
|---|--|--|---|------------------|------------|------------------------|---------------------------|--------------------------|
|   |  |  |   | <b>Start</b>     | <b>End</b> |                        | <b>State Budget</b>       | <b>Foreign Financing</b> |
| <b>Milestone 1:</b><br>Establishment of a working group at the Ministry of Justice (MoJ) in order to identify documents and processes that should be published and how to make these more accessible (non-technical language, diagrams, simplified concepts).                 | Working group established at the MoJ.<br>Working group includes members from civil society organizations.  | Ministry of Justice (MoJ);<br>National Agency for Information Society (NAIS) | All subordinate institutions; CSOs participating in the working group | Jul. 2020        | Dec. 2020  |                        |                           |                          |
| <b>Milestone 2:</b><br>Analysis and drafting of report on the current state of the web in which will highlight the information needed to improve access to information to the public.   | Drafted analysis report.<br>Report published and made publically available with opportunity for civil society organizations to provide feedback. | Ministry of Justice;<br>National Agency for Information Society (NAIS)       | All subordinate institutions; CSOs participating in the working group | Jul 2020         | Dec. 2020  |                        |                           |                          |
| <b>Milestone 3:</b><br>Website of MoJ and subordinate institutions fully functional and accessible with detailed and complete publishing information.   | Website fully updated.<br>Mechanisms established to  | Ministry of Justice;<br>National Agency for Information                      | All subordinate institutions  | Jan. 2021        | Dec. 2021  |                        |                           |                          |

| Priority Measure 2:<br><b>Increase transparency and use of access to public information</b>   | Indicators  | Lead Responsible Institution | Supporting/ Agencies         | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|------------------------------|------------------------------|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |                              |                              | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 4:</b><br>Increased transparency in making public the reporting of the strategies and the implementation of their action plans, as well as the comprehensive activities of the institution.    | Publication of strategies, monitoring reports, implementation reports on the MoJ website.<br><br>Publication of summaries of various reports in simplified language in order to be more accessible. | Ministry of Justice          | All subordinate institutions | Jan. 2020 | Dec. 2020 |                 |                    |                   |
| <b>Milestone 5:</b><br>Audiovisual communication of the activity of the institution as a means of increased transparency (TV appearances of the Minister, awareness campaigns, awareness activities, etc.). | Audiovisual communication integrated into communication procedures.   | Ministry of Justice          | All subordinate institutions | Jan. 2020 | Dec. 2022 |                 |                    |                   |

| <p><i>Priority Measure 3:</i></p> <p><b>Strengthen cooperation and coordination of relevant activities and responsibilities of the Ministry of Justice and its subordinate institutions, which will have a positive impact on transparency and accountability, including but not limited to, inspections conducted by the Ministry of Justice for institutions of dependence</b></p> | <p><b>Indicators</b></p>   | <p><b>Lead Responsible Institution</b></p> | <p><b>Supporting/ Agencies</b></p>  | <p><b>Timeframe</b></p> |                   | <p><b>Indicative cost</b></p> | <p><b>Sources of Finance</b></p> |                                 |
|--|--|--|-------------------------------------|-------------------------|-------------------|-------------------------------|----------------------------------|---------------------------------|
|  |  |  |                                     | <p><b>Start</b></p>     | <p><b>End</b></p> |                               | <p><b>State Budget</b></p>       | <p><b>Foreign Financing</b></p> |
| <p><b>Milestone 6:</b></p> <p>Approval of manuals, instructions, relevant internal rules for the most efficient functioning of the institution.</p> <p>In order for the institution to be as efficient as possible in its field of activity and policy-making, all internal regulations of the basic structures will be reviewed.</p>  | <p>Manuals, instructions, relevant internal rules approved.</p> <p>All internal regulations of the basic structures reviewed.</p>  | <p>Ministry of Justice</p>                 | <p>All subordinate institutions</p> | <p>Jan. 2021</p>        | <p>Dec. 2021</p>  |                               |                                  |                                 |
| <p><b>Milestone 7:</b></p> <p>Adopt an efficient reporting system of the duties and responsibilities of each institution in compliance with transparency and accountability.</p> <p>Based on the revised regulation, the manner of reporting will be determined in order to meet transparency and accountability.</p>  | <p>Criteria for reporting system selected with feedback from external experts / consultations.</p> <p>Reporting system approved, adopted and integrated into the Ministry of Justice and all subordinate institutions' procedures.</p> | <p>Ministry of Justice</p>                 | <p>All subordinate institutions</p> | <p>Jan. 2021</p>        | <p>Dec. 2021</p>  |                               |                                  |                                 |

Component 4:

***Fiscal Transparency***

# Component 4: *Fiscal Transparency*

## **Overview**

- **Waste & corruption**- increasing accountability over the budget and fiscal cycle can help to combat these and to ensure that budgetary decisions and spending reflect the people's interests.
- **Large informal economy & low public trust**- increasing transparency and public participation across the budget and fiscal cycle is particularly important in these circumstances.
- **Low OBI's score** –despite the transparency increase from 33 /100 in 2010 to 55/100 in 2019.
- **Priority identified and addressed** through Public Finance Management (PFM) Sectorial Strategy 2014-2020 & 2019-2022;

## **Collaboration with Civil Society**

- CSOs, which mission is related with economic development and public finance issues and/or Universities-such as Faculty of Economy are involved in PFM consultation workshops/ committees. (as: EMA, Open Society Foundation, Open Data Albania, Co-Plan, GADC etc.)

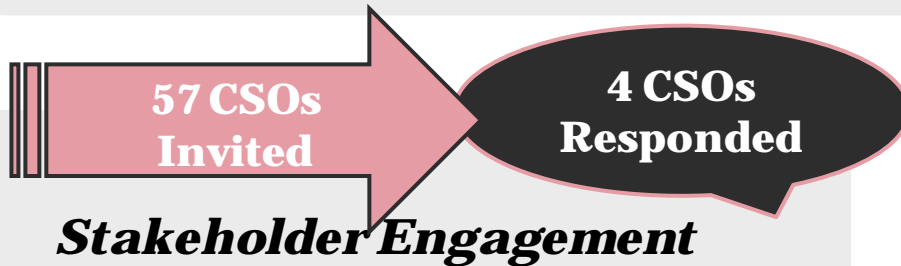
## **Challenges**

- **International thresholds and targets for transparency not met:** Transparency: 55/100; Public Participation:7/100; Budget Oversight:65/100
- Limited public understanding; limited stakeholder engagement; public trust in these processes is still being established.

# Pre-Consultation Survey

Pre consultation via survey was conducted to analyze fiscal transparency background in Albania

**Questions:** *Rate the fiscal transparency in our country; Has the fiscal transparency changed for Albania over time; Public availability of budget documents in Albania; How comprehensive is the content of the key budget documents that Albania makes available to the public; Public participation in Albania in the budget process; How much should work MoFE to increase the extent of opportunities for public participation in the budget process ; Propose 1 to 5 priority measures that Albania need to undertake immediately in order to increase our fiscal transparency*



- **Stakeholders selection:** They were selected based on the topics covered-CSOs that cover economic and financial issues, Faculty of Economy, government structures;
- **Current challenges:** Public trust in these processes is still being established;
- Stakeholder engagement is limited.
- **Stakeholders involve participation:** by implementing PFM Strategy, OGP Action Plan and using different channels of communications

## ***Summary of Feedback***

- Increase Citizens engagement in the budget process
- To publish concessionaire contracts.
- Public participation in Albania in the budget process
- Simplify the content of the key budget documents



# Stakeholder Consultations

15 Sep. 2020

3  
CSOs

30 Sep. 2020

2  
CSOs

14 Oct. 2020

2  
CSOs

6

***stakeholders participated:***

## ***Good Governance & EU Integration:***

- Gender Alliance for Development Center (GADC)
- EuroPartners Development Center
- European Movement Albania (EMA)
- Institute of Public and Private Policies

## ***Human Rights:***

- Co-PLAN – Institute for Habitat Development

## ***International Development:***

- SECO Project for PFM at Local Level

# Lessons Learnt on Stakeholder Engagement

## Challenges

- Limited public participation;
- Limited public understanding;
- Limited public trust in consultation processes.

## Efforts to Increase Engagement

- Most of current challenges **have been addressed in NAP OGP 2020-2022**;
- **Increase no. of communication channels** with stakeholders (social media, website as MoFE, OGP etc)
- **Use different tools** to receive stakeholders feedback, as: surveys, emails, publish notifications, etc.
- Increasing **transparency on consultation** process;
- Reach out to **new organizations**.

## Recommendations to Improve Stakeholder Participation in the Future

- Increase government organizational efforts;
- Needs to maintain the process's time-consistency;
- **Create a Dedicate OGP Committee** with different stakeholders (government members, international development partners, CSOs, academia etc)
- **Prepare and adopt an annual OGP calendar** for periodic public consultations/meetings.

## Main Issues Raised by Stakeholders

- i. Limited publication and access to the Government Financial Statistics data to the public;
- ii. Non-Simplified Budget documents, as Citizen Budget at Central and Local level, Budget Execution Report, etc.;
- iii. Limited publication of concession contracts and specially for monitoring the concession authorities on the basis of performance;
- iv. Limited citizens 'engagement in the budget process etc.

# Recommendations from Stakeholders

- Increase the public trust of government work
- Fight corruption perception
- Increase citizens' engagement in budget process
- Unify taxpayer system at all municipalities
- Simplify content of key budget documents
- Increase public participation in budget processes
- Improve the monitoring of concessionaire contracts & publish information based on their performance
- Publish concessionaire contracts
- Set clear targets & performance management (sometimes there are not clear targets during the budget process formulation)
- Strengthen role of auditing in budgetary process
- Simplify Citizen's Budget document at local level
- Publication & public access to Government Financial Statistics data
- Provide unique account system for all BIs at local levels
- Expand AGFIS in BIs at local level



## *How was stakeholder feedback used in the action plan?*

### ***Priority Measures added in NAP OGP 2020-2022:***

- C1-Priority Measure 2: 'Financial and performance monitoring and reporting'  
Published in year and annual;
- Priority Measure 3: Citizens' engagement in the planning and execution of the budget;
- C2-Priority Measure 1: Accounting is in compliance with appropriate international public sector accounting standards.
- Priority Measure 2: Improved Assets management-Preparation and publication of the full asset registry of public sector based on the improved regulations for the valuation and inventory of these assets.

### ***Milestones***

- Most of the governments milestones proposed were similar with the stakeholders recommendations, since they were based on pre consultation survey findings, but changes and adoption were incorporated after consultations.

# Commitment 9: *Budget Transparency*

## ***What is the commitment***

This commitment aims to guarantee a public finance system that promotes transparency, accountability, fiscal discipline and efficiency in the management and use of public resources to improve the quality of service delivery and economic development.

## ***What is the problem the idea will address***

Publishing budget reports and relevant financial data in formats that are understandable and accessible to all citizens, such as through the use of plain language and accompanying information to explain more complex aspects.

## ***Objective of idea***

To achieve enhanced accountability and transparency through better financial and non-financial performance reporting in line with international standards to improve coverage, quality and accessibility of information on public finances

## ***Expected results***

- Sustainable statistical system for the GG;
- Published in year & annual financial reports;
- Strengthened financial oversight & mgmt. of fiscal risks;
- Formal opportunities provided for the public to engage in the planning & execution of the budget;
- More structured & timely engagement with CSOs & academia in budget processes.

## *Budget Transparency.*

### **Transparency & Access to Information**

- More budgetary and fiscal information will be accessible to the public through more simplified and understandable formats

### **Civic & Public Participation**

- Improves opportunities and capabilities for the public to inform or influence decisions, as it creates more accessible information and one of its priority measures is to increase citizen's engagement in the budget process

### **Public Accountability**

- Increased transparency on budget issues will make the government more exposed in the eyes of citizens how the public money is managed and spent and therefore, more accountable to the public

### **Technology & Innovation**

- Technological innovation through the use of a variety of channels (MoFE's website, OGP website, social network, media, etc.) will be used to promote and enhance transparency and engagement

| Priority Measure 1:<br>'Government National Accounts' Timely and reliable Government Financial Statistics' | Indicators   | Lead Responsible Institution | Supporting/ Agencies | Timeframe |           | Indicative cost | Sources of Finance |                   |
|--|--|------------------------------|----------------------|-----------|-----------|-----------------|--------------------|-------------------|
|  |  |                              |                      | Start     | End       |                 | State Budget       | Foreign Financing |
|  |  |                              |                      |           |           |                 |                    |                   |
| <b>Milestone 1:</b><br>'Government National Accounts-Timely and reliable Government Financial Statistics   | Compilation of Government National Accounts according to International Methodology (ESA 2010) The number of tables constructed against the total requirements. | INSTAT                       | Mo FE&BoA            | Jan. 2020 | Dec. 2021 | 7.341.695 EURO  | 7.256.350 EURO"    | 85.345 EURO       |



| Priority Measure 2:<br>'Financial and performance monitoring and reporting' published in year and annually  | Indicators  | Lead Responsible Institution           | Supporting / Agencies   | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|--|---|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |  |   | Start     | End       |                 | State Budget       | Foreign Financing |
| <p><b>Milestone 2:</b><br/>Fiscal risk management: Strengthened financial oversight and management of the fiscal risks in order to have an improved FRS with more fiscal risks monitored and mitigated if necessary</p> | An improved Fiscal Risk Statement.  | Ministry of Finance and Economy (MoFE) | Line Ministries; Budget Institutions<br><br>Water Supply Sector and other SOE-s, Line Ministries, Contracting Authorities for Concession/PPP contracts with budget support. | Jan. 2020 | Dec. 2022 | 247.787 EURO    | 227.787 EURO       |                   |
| <p><b>Milestone 3:</b><br/>Published government yearly budget execution report.</p>   | Published in year and annual financial reports contain accessible financial and non-financial performance information | Ministry of Finance and Economy (MoFE) | Line Ministries; Budget Institutions  | Jan. 2020 | Dec. 2022 |                 |                    |                   |
| <p><b>Milestone 4:</b><br/>Published in-year budget execution reports, including the mid-year review.</p>   | Published in year and annual financial reports contain accessible financial and non-financial performance information | Ministry of Finance and Economy (MoFE) | Line Ministries; Budget Institutions  | Jan. 2020 | Dec. 2022 | 952.381 EURO    |                    | 952.381 EURO      |

| Priority Measure 3:<br><b>Citizens' engagement in the planning and execution of the budget</b>                                 | Indicators   | Lead Responsible Institution           | Supporting/ Agencies                 | Timeframe |           | Indicative cost | Sources of Finance |                   |
|--|--|--|--------------------------------------|-----------|-----------|-----------------|--------------------|-------------------|
|  |  |  |                                      | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 5:</b><br>Formal opportunities are provided for the public to engage in the planning and execution of the budget. | A budget hearing calendar with key budget processes is in place and implemented. | Ministry of Finance and Economy (MoFE) | Line Ministries; Budget Institutions | Dec. 2020 | Dec. 2022 | 313.207 EURO    | 313.207 EURO       | 313.207 EURO      |

| Priority Measure 2:   | Indicators  | Lead Responsible Institution | Supporting/ Agencies   | Timeframe |           | Indicative cost | Sources of Finance |                   |
|---|---|------------------------------|--|-----------|-----------|-----------------|--------------------|-------------------|
|   |   |                              |  | Start     | End       |                 | State Budget       | Foreign Financing |
| <p><b>Milestone 1:</b><br/>Government National Accounts-Timely and reliable Government Financial Statistics</p>   | The number of tables constructed against the total requirements was used to measure this indicator.                   | INSTAT                       | MoFE&BoA   | Jan. 2020 | Dec. 2021 | 7.341.6795 EURO | .256.350 EURO"     | 85.345 EURO       |
| <p><b>Milestone 2:</b><br/>Fiscal risk management: Strengthened financial oversight and management of the fiscal risks in order to have an improved FRS with more fiscal risks monitored and mitigated if necessary</p> | An improved Fiscal Risk Statement.  | MoFE                         | LMs, BIs<br><br>Water Supply Sector and other SOE-s, Line Ministries, Contracting Authorities for Concession/ PPP contracts with budget support. | Jan. 2020 | Dec. 2022 | 247.787 EURO    | 227.787 EURO       |                   |
| <p><b>Milestone 3:</b><br/>Published government yearly budget execution report.</p>   | Published in year and annual financial reports contain accessible financial and non-financial performance information | MoFE                         | LMs<br><br>BIs   | Jan. 2020 | Dec. 2022 |                 |                    |                   |
| <p><b>Milestone 4:</b><br/>Published in-year budget execution reports, including the mid-year review.</p>   | Published in year and annual financial reports contain accessible financial   | MoFE                         | LMs<br><br>BIs   | Jan. 2020 | Dec. 2022 | 952.381 EURO    |                    | 952.381 EURO      |

# Commitment 10: *Transparency on Public Revenue*

## ***What is the commitment***

Increasing revenue transparency consists of publishing and making available all relevant financial data regarding the revenues collected by government from various industries- bringing industry, government and civil society stakeholders into the monitoring process.

## ***Objective of idea***

To enhance accountability and transparency through better financial and non-financial performance reporting in line with international standards to improve coverage, quality and accessibility of information on public finances.

## ***What is the problem the idea will address***

Information should be in a format that is understandable and accessible to all citizens, such as through the use of plain language and accompanying information to explain more complex aspects.

## ***Expected results***

- Accounting is in compliance with appropriate International Public Sector Accounting Standards.
- Preparation and publication of the full asset registry of public sector, based on the improved regulations for the valuation and inventory of these assets.

## *Transparency on Public Revenue*

### **Transparency & Access to Information**

- It can provide that more information will be accessible to the public and more simplified and understandable.

### **Civic & Public Participation**

- This idea improves opportunities, or capabilities for the public to inform or influence decisions

### **Public Accountability**

- Increased transparency outcome makes the government more exposed in the eyes of citizens how the revenues are mobilized and how public money are generated and collected.

### **Technology & Innovation**

- Technological innovation through the use of a variety of channels (MoFE website, OGP website, social network, media, etc.)



| <b>Priority Measure 2:</b><br><b>Improved assets management:</b><br><b>Preparation and publication of the full asset registry of public sector based on the improved regulations for the valuation and inventory of these assets.</b> | Indicators   | Lead Responsible Institution          | Supporting/ Agencies                                  | Timeframe  |           | Indicative cost | Sources of Finance |                   |
|---|--|---------------------------------------|---|--|-----------|-----------------|--------------------|-------------------|
|   |  |                                       |   | Start  | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 5:</b><br>Methodology and guidelines for a full public asset inventory in Central Government (CG) institutions prepared.   | Methodology and guidelines prepared based on improved regulations for asset valuation and inventory                            | Ministry of Finance and Economy       | WB; SECO  | Jan. 2020  | Dec. 2022 | 2 65.951 EURO   | 1 99.313 EURO      | 4 6637            |
|   | <b>Milestone 6:</b><br>Full public assets inventory is recorded in AGFIS by those BIs which have direct access in this system. | Public assets recorded into the AGFIS | Ministry of Finance and Economy                       | Budgetary Institutions selected to have direct access in AGFIS | Jan. 2020 |                 |                    |                   |
| <b>Milestone 7:</b><br>Full public assets inventory is recorded in Excel (for BIs which not have direct access in AGFIS).   | Public assets recorded into Excel  | Ministry of Finance and Economy       | Budgetary Institutions with no direct access in AGFIS | Jan. 2020  | Dec. 2022 |                 |                    |                   |

| Priority Measure 1&2:  | Indicators  | Lead Responsible Institution    | Supporting/ Agencies   | Timeframe |           | Indicative cost | Sources of Finance |                   |
|--|---|---------------------------------|--|-----------|-----------|-----------------|--------------------|-------------------|
|  |   |                                 |  | Start     | End       |                 | State Budget       | Foreign Financing |
| <b>Milestone 1:</b><br>Legal acts and accounting standards in line with IPSAS and approved country strategic action plan are in place.   | Moving on a phased basis to presenting accruals based government financial statements               | Ministry of Finance and Economy | World Bank; SECO   | Jan. 2020 | Dec. 2022 | 1.282.529 EURO  |                    | 93.275 EURO       |
| <b>Milestone 2:</b><br>Inventory of assets implemented in all central government units, based on the approved methodology.               |   | Ministry of Finance and Economy | WB; SECO   | Jan. 2020 | Dec. 2022 |                 | 46.637 EURO        |                   |
| <b>Milestone 3:</b><br>Guidelines for recognition and valuation developed/updated.   |   | Ministry of Finance and Economy | WB; SECO   | Jan. 2020 | Dec. 2022 |                 | 326.462 EURO       |                   |
| <b>Milestone 4:</b><br>Depreciation and impairment policies developed (in line with the strategy for implementing accounting standards). |   | Ministry of Finance and Economy | WB; SECO   | Jan. 2020 | Dec. 2022 |                 | 816.155 EURO       |                   |
| <b>Milestone 5:</b><br>Methodology and guidelines for a full public asset inventory in Central Government (CG) institutions prepared.    | Methodology and guidelines prepared based on improved regulations for asset valuation and inventory | Ministry of Finance and Economy | WB; SECO   | Jan. 2020 | Dec. 2022 | 2 65.951 EURO   | 199.313 EURO       | 4 6637            |
| <b>Milestone 6:</b><br>Full public assets inventory is recorded in AGFIS by those BIs which have direct access in this system.           | Public assets recorded into the AGFIS   | Ministry of Finance and Economy | Budgetary Institutions selected to have direct access in AGFIS | Jan. 2020 | Dec. 2022 |                 |                    |                   |
| <b>Milestone 7:</b><br>Full public assets inventory is recorded in Excel (for BIs which not have direct access in AGFIS).                | Public assets recorded into Excel   | Ministry of Finance and Economy | Budgetary Institutions with no direct access in AGFIS          | Jan. 2020 | Dec. 2022 |                 |                    |                   |



***Thank you!***