



Albania  
Investment  
Council

Improving Transparency and Investment Climate

# FOR IMPROVING THE QUALITY OF DIGITAL PUBLIC SERVICES TO BUSINESSES

Tirana, September 2023

## ABBREVIATIONS

<b>ADISA</b>	The Agency for Integrated Public Service Delivery
<b>AKTI</b>	National Information Technology Agency
<b>ARDA</b>	Agricultural and Rural Development Agency
<b>COD</b>	Agency for Dialogue and Governance
<b>EBRD</b>	European Bank for Reconstruction and Development
<b>EC</b>	European Commission
<b>EU</b>	European Union
<b>FSDKSH</b>	Compulsory Health Insurance Fund
<b>GDC</b>	General Directorate of Customs
<b>GDIP</b>	General Directorate of Industrial Property
<b>GDRTS</b>	General Directorate of Road Transport Services
<b>GDT</b>	General Directorate of Taxes
<b>GMD</b>	General Maritime Directorate
<b>IC</b>	Investment Council
<b>ICT</b>	Information and Communication Technology
<b>MARD</b>	Ministry of Agriculture and Rural Development
<b>MSEP</b>	Ministry of State for Entrepreneurship Protection
<b>MSSS</b>	Ministry of State for Services Standards
<b>MTE</b>	Ministry of Tourism and Environment
<b>NAIS</b>	National Agency of the Information Society
<b>NAMMD</b>	National Agency of Medicines and Medical Devices
<b>NBC</b>	National Business Centre
<b>NESA</b>	National Employment and Skills Agency
<b>NFA</b>	National Food Agency
<b>NIPT</b>	Taxpayer Identification Number
<b>SCA</b>	State Cadastre Agency
<b>SHGPAZ</b>	Association of Professional Women, Craftswomen, and Artisans
<b>SME</b>	Small and Medium-sized Enterprise
<b>SOP</b>	Standard Operating Procedures
<b>SQDNE</b>	The Electronic Signature Document Circulation System
<b>SSA</b>	State Supreme Audit Institution
<b>ZVRPP</b>	Local Immovable Property Registration Office

This working document was prepared in the framework of the Meeting XXXI of the Investment Council (6 October 2023) by the experts of the Secretariat of the Investment Council, Ms Elida Fara, Economic Expert, Mr Elvis Zerva, Legal and Regulatory Expert, Ms Xaira Shurdha, Monitoring and Liaison Expert, Mr Auron Pashaj, external expert, under the direction of the Head of the Secretariat, Ms Diana Leka (Angoni). Supported in the language editing of the material, Ms Elisa Lula, Administrative and Communication Officer at the Secretariat. We thank the National Business Centre (NCB), the National Agency of Information Society (NAIS), the Women's Economic Chamber (WECA), independent experts (Mr Artur Papajani, Ms Silvana Meko, Mr Alban Gjikondi, Mr Gledis Shehu, Mr Shkëlzen Marku, Ms Nuriona Sokoli [Bërdica]), as well as the 55 companies participating in focus group meetings and the 324 companies involved in our survey, for their valuable cooperation with the Secretariat in the preparation of this material.

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# INTRODUCTION

The reduction of the administrative burden and corruption is currently considered among the main pillars of the public debate regarding the improvement of the business environment's quality in the country. Public initiatives for the digitisation of public services and especially those concerning businesses, have been intensified and coordinated with re-engineering and deregulation measures, aiming at the same time to simplify the service provision, reducing both processing time and procedural complexities. During the Covid-19 crisis, investments made to improve ICT infrastructure, as well as electronic interaction platforms through the e-Albania platform, have significantly facilitated the good functioning of public services in general, and the business in particular.<sup>1</sup>

The EU Progress Report 2022 highlights the positive progress of the digitisation of public services, emphasising that: “...*The business environ-*

*ment benefited from a higher level of digitisation of public services. Driven by the COVID-19 pandemic, e-learning, digital training services and e-commerce are growing among businesses. More public and financial services are being made available online as the government aims to deliver 95% of public services online (although the rapid change has raised questions about the quality of delivery and access).*”

However, despite the progress, recent cyber-attacks in 2022, the temporary suspension of online services, and the public debate regarding the unauthorised processing and publication of data, along with reports from businesses about services that are still problematic, remain persistent challenges. These challenges encompass not only technical concerns but also fundamental aspects, such as missed deadlines by specific institutions, vague responses from the administration, unsystematic issue handling, and confusion over the means of administrative appeal. These issues underscore the need for special attention to address them, aligning with the commitment to enhance the deregulation and re-engineering process.

<sup>1</sup> <https://www.investment.com.al/wp-content/uploads/2022/03/COVID-19-and-enterprises-in-Albania-Comparative-Analysis-2020-2021.pdf>

Based on the above, the object of this analysis is to stimulate the debate on the quality of digitised public services with a focus on the private sector, highlighting progress and prioritising the main issues in three pillars:

- a) assessment of the administrative burden and corrupt practices.
- b) experiences with online platforms (e-Albania, e-tax, e-fiscalization, electronic signature and municipal platforms).
- c) assessment of specific elements of electronic service platforms (security, access, deadlines, navigation, complaints, etc.).

The issue was selected and voted on by the IC members at the beginning of 2023 and is also prioritised in the context of the promotion of the Digital Agenda. ***The final goal is to promote transparency on the reform as part of the IC mission and to bring for discussion the views of the parties regarding the challenges that need to be addressed as regards the technical aspects of the improvement of the special services offered to the business (NBC, e-Tax, Fiscaliza-***

***tion, e-Albania, etc.), as well as the supporting framework of the reform.***

The specialised digitised services offered to the business have been discussed in various prior topics during IC meetings, starting from 2015: *Facilitation of Customs Procedures (2017); The e-Permits System (2018); Inspection Reform (2019); Property and Legal Security (2019); Fiscalization Reform (2019); Start-Up Support (2020/2021); Business-Municipality Interaction (2020); Innovation and Entrepreneurship (2021); Public Consultation and Entrepreneurship (2022).*

**The discussion that takes place today is no longer about the need or not of the digital transformation of public services, but about a) their pace and quality, b) user adoption rates of online systems and platforms, c) support mechanisms for users, d) information and data security, and e) regulatory, administrative and financial capacities that must be created and allocated by both institutions and businesses to effectively address the challenges of digitisation.**

## METHODOLOGY

*The analysis is based on a comprehensive methodology which consists of:*

### DESK RESEARCH

- a) *Reviewing* documents, regulations, ordinances, institutional procedures, organisational structures overseeing digital transformation, and their areas of expertise.
- b) *Synthesising conclusions and suggestions* highlighted in both domestic and international reports from various stakeholders regarding digital transformation, with particular emphasis on digitised public services for businesses.
- c) *Summarising insights* from the corporate sector (including trade unions, chambers of commerce, industry groups) as documented in public reports or global/national indicators. During the analysis, the Secretariat also factored in topics raised for discussion and concerns expressed by the business community during interactions with the Secretariat and IC meetings, as well as recorded in the Secretariat's Investment Climate & Business Issues Database (2015-2023).

### PRIMARY RESEARCH Qualitative Research

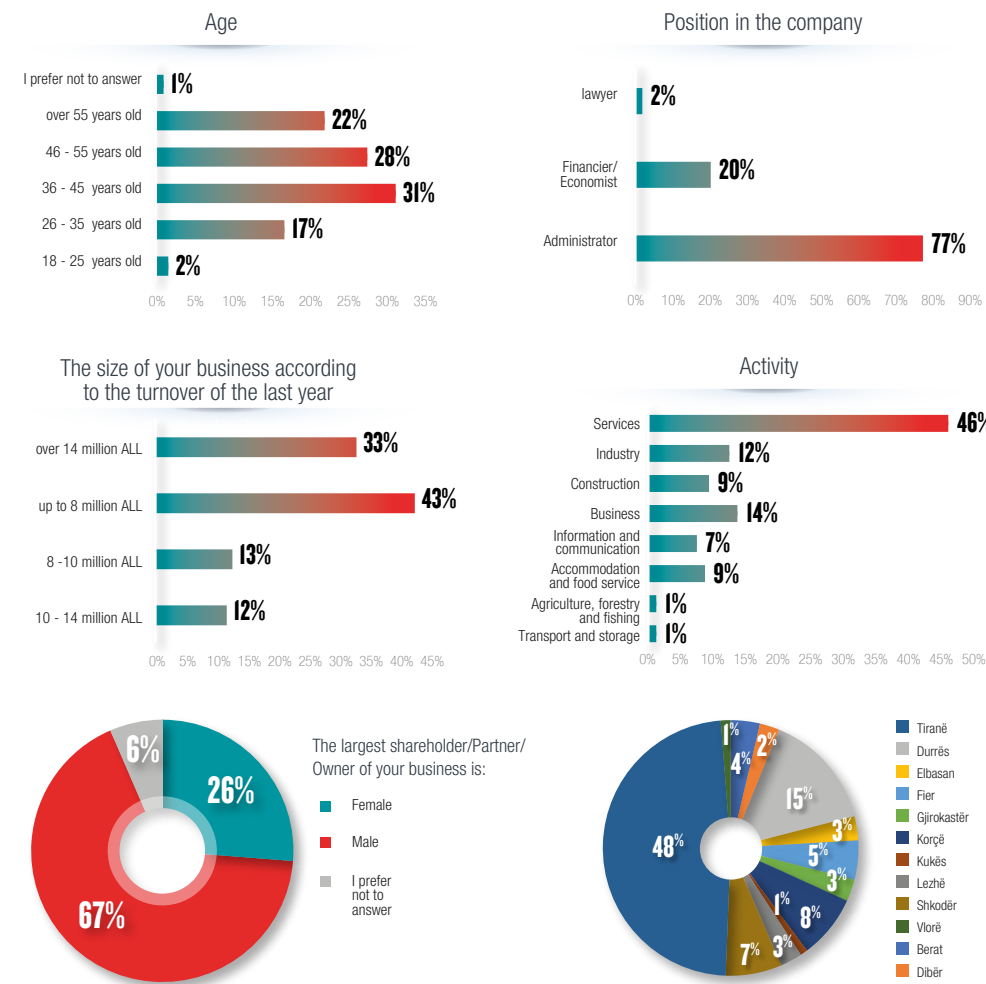
- a) *Semi-structured interviews*, totalling 6 direct meetings, involving institutions and representatives from the business community.
- b) *Organization of Focused Groups* - 2 groups with (24 participants) with digitisation experts and specialists covering various aspects of the services provided for businesses (e.g., registration in commercial registers, consulting services in the field of customs and central or local taxation, inspections, etc.), including experts from the National Business Centre (NBC) and National Agency of the Information Society (NAIS). *The purpose of the Focus Groups was to validate the preliminary analysis findings and to formulate comprehensive and actionable recommendations.*
- c) *In-depth discussions* - involving 14 participants (including business field experts, representatives from business associations and chambers of commerce, independent experts, technical and political level representatives from selected institutions, NGOs, etc.) organised in collaboration with Women's Economic Chamber (WECA).

## Quantitative Research

a) *Business Survey*<sup>2</sup> – A structured online questionnaire was distributed to a minimum of 30,000 enterprises. In June 2023, the Secretariat conducted a comprehensive survey involving businesses across diverse economic sectors. *The primary objective was to identify the key obstacles encountered by the private sector within the government's digital initiatives,*

*focusing on administrative burden and corrupt practices, online platforms (e-Albania, e-TAX, e-fiscalization), electronic signature and municipal platforms.* The survey was completed by 324 participants anonymously. Respondent profiles encompassed enterprises from all economic sectors, spread across all regions of the country, as outlined below:

**Figure 1. Sample Profile**



Source: Secretariat's Survey, June 2023

<sup>2</sup> <https://forms.gle/81WDj1wwCY6rMD9r9>

# CONTEXT

## 1. POLITICAL VISION AND DIGITALISATION OF PUBLIC SERVICES

The cross-sectoral strategy “Digital Agenda of Albania 2015-2020”<sup>3</sup> promoted the importance of digital services in the country. The main priorities were the improvement of the national ICT infrastructure, the development of electronic governance, as well as the creation of the multipurpose cadastre. Despite these priorities, *it is acknowledged that only 70% of the actions planned in the action plan (which included a total of 230 basic activities to be implemented by 2020) were completed.* The rest of the activities were alienated or lacked investment funds<sup>4</sup>, while another digital strategy for the 2022-2026 period was approved and is currently in force.

Business and public attention to the importance of digital public services increased after the functionalizationfunctionalisation of *passports/information cards of electronic services within the framework of e-Albania.* The latter serves as a unique scentralised government platform through which electronic services provided by public institutions in Albania are offered. However, the broad adoption of electronic services surged when it was decided

that the institutions *would be responsible for receiving and exchanging accompanying documentation among themselves for the applications made by citizens/businesses through SQDNE.*<sup>5</sup> This shifted the administrative burden (number of procedures, processing deadlines, etc.) of documentation from the business to institutions, such as in the case of applications for business registration in the dedicated section of the NBC in e-Albania. *The year 2022 witnessed a transformative change in the public administration service to businesses. Since May 2022, for all public services applied for through e-Albania, the final administrative document is only available online, thus completely eliminating direct physical contact with public institutions.*<sup>6</sup>

Efforts to minimise physical contact with the administration entities were recently reinforced, extending to applications and services exclusively available through e-Albania, particularly those provided by the cadastre<sup>7</sup>. **Cur-**

<sup>5</sup> CoM Decision no. 43 dated 15.01.2020 ‘On the Functioning of the Document Exchange Process Between Institutions, through the Document Circulation System with Electronic Signature’

<sup>6</sup> Until 2021, for some of the public services, applications were made online, but to withdraw the final administrative document, they had to be presented physically at the institution.

<sup>7</sup> <https://www.kryeministria.al/newsroom>

<sup>3</sup> Approved with CoM Decision no. 284 dated 1.04.2015

<sup>4</sup> Albania Digital Agenda 2022-2026, page 3



rently, Albania offers 1,227 online services, a significant expansion from the 14 services available in 2013. Among these, 457 are electronic services are tailored solely for businesses, while 299 are valid for use by both businesses and individuals<sup>8</sup>.

The significance of the quality of digitalised public services is always more and more in the focus of decision-makers. The EC has long been measuring the quality of digitalised public services (35 countries, including Albania) in the framework of the ambition to provide 100% online public services by 2030. Reports such as the eGovernment Benchmark and the assessment of public service quality indicators should serve as the impetus to promote digitalisation reform also in the framework of the membership negotiation process and to extend the “digitalisation race” with EU standards. On the other hand, in addition to an opportunity for integration according to political criteria, digitalisation should also be seen as a mechanism for economic integration, since the direct link between it and the increase in enterprises’ productivity and competitiveness has already been proven.

## 2. ASSESSMENTS OF THE DIGITISATION PROCESS FROM INTERNATIONAL REPORTS

The digital transformation of public services refers to the process of using technology and digital solutions to modernise and improve the provision of public services for both individuals and businesses, to improve internal operations and to improve governance at the

central and local levels. The OECD identifies 12 principles that underpin the development and implementation of digital strategies that bring institutions closer to citizens and businesses. Meanwhile, the benefits from digitalised public services are considered two-way and can be summarised in 3 main pillars: (a) transparency and accountability; (b) efficiency and productivity; (c) continuity and structuring. Digitalisation should not be considered an end in itself, but a mechanism to improve the performance of public administration in the provision of public services according to OECD/SIGMA principles<sup>9</sup>.

The evaluations from the most relevant international reports are presented below according to their indicators and as they relate to the digitalisation of public services and electronic government.

### a. EU Progress Report for Albania 2022<sup>10</sup>

As highlighted in the introduction, the report evidences progress but also challenges for business in relation to the quality and security of services. Regarding the consolidation of property rights, he underlines that “... digitisation of cadastral data is necessary and the sector remains prone to corruption.” On the other hand, the shortcomings in digital training are also highlighted in two directions: (a) “... digitalisation and education improved, but entrepreneurial and technological knowledge remains low”; (b) Albania provides one computer per 26 students according to UNICEF, which is insufficient to ensure digitisation and remains much

<sup>9</sup> <https://www.sigmaxweb.org/publications/principles-public-administration.htm>

<sup>10</sup> [https://neighbourhood-enlargement.ec.europa.eu/albania-report-2022\\_en](https://neighbourhood-enlargement.ec.europa.eu/albania-report-2022_en)

lower than the EU average of one computer per five students.”

### b. eGovernment Benchmark 2022<sup>11</sup>

The report periodically assesses the provision of e-government services in 35 European countries referred to as ‘EU27+’: the 27 EU member states, plus Iceland, Norway, Switzerland, Albania, Montenegro, North Macedonia, Serbia and Turkey. Users of government platforms (citizens and businesses) trained as Mystery Clients have visited 14,252 government websites in the period October 2020 and July-August 2021 and have evaluated 9 “life events” that pertain to citizens or businesses. These “events” are about “starting a business”, “Regular business activity”, “employment and career”, “study”, “family event”, “health”, “complaint procedure”, “transport” etc.

Based on the assessment of this index (Figure 2.) **Albania has reached a Maturity level of 46%, occupying the 32nd place out of 37 evaluated European countries** (considering that leading countries such as Malta or Estonia have a maturity of 96 % and 90% respectively).

It should be taken into account that this is a result achieved by the assessment of the “users” themselves and not by the technical, regulatory or infrastructural assessment as is the case with the

e-Government indices from UNDESA.

This result shows that while public service platforms can be rated well technically for Albania (reflecting a relatively good ranking of Albania), from a user rating point of view there is still a lot of work to be done.

### c. UN Survey on e-Government 2022<sup>12</sup>

The report periodically analyzes the e-government development of all UN member states by measuring the countries’ e-government performance relative to each other. The report produces 2 indexes

**e-Government Development Index (EGDI)** which evaluates the stage of electronic government in each country based on 3 dimensions:

- » Online Services – Online Services Index (OSI)
- » Connectivity – Telecommunication Infrastructure Index (TII)
- » Human capacity – Human Capital Index (HCI)

**E-Participation Index**) – as a complementary index to the EGDI, which assesses 3 levels of public participation:

- » Information - e-Information
- » Public consultation - e-Consultation
- » Decision-making - e-Decision-making

Figure 2. EGDI & EPI for Albania assessed by UNDESA, 2022

Albania	Score	World Ranking	EU Ranking
EGDI	0.74	63 (out of 193 countries)	36 (out of 43 countries)
EPI	0.76	22 (out of 193 countries)	10 (out of 43 countries)

<sup>11</sup> <https://digital-strategy.ec.europa.eu/en/library/egovement-benchmark-2022>

<sup>12</sup> <https://desapublications.un.org/sites/default/files/publications/2022-09/Web%20version%20E-Government%202022.pdf>

Albania seems to have a deterioration in the ranking from 2020, where it was ranked 59 out of 193 countries in 2022 it is ranked 63. Regarding the e-Participation Index, Albania is in a much better position, ranking 22nd in the world and 10th in Europe (out of 43 countries).

The table below shows the results and dimensions of EGDI for Albania, comparing it with other European countries.

It seems that Albania has achieved a good position in Europe in terms of the Online Services Index, ranking 17th in Europe, leaving behind countries such as Germany, Norway, Switzerland or Greece.

On the other hand, Albania **ranks penultimate in terms of the Telecommunication Infrastructure index (42nd out of 43 countries) which shows an insufficient level of connectivity and 36th (out of 43 countries) in terms of the Human Capital index which also shows a gap between the sophistication of online services and the human capacity to absorb them.**

#### d. UN Albania- Albania Digital Development Country Profile 2022<sup>13</sup>

The report summarises the progress of Albania in 5 dimensions of digitalisation:

(a) *Connectivity as a premise for digital devel-*

*opment and transformation* – The report estimates that in terms of ICT indicators, although Albania is above the world average in many aspects, there is still a considerable gap with the average of European countries for key indicators. Connectivity of rural areas still remains a challenge with low penetration and relatively high costs. Although the broadband network has been continuously expanding in Albania, the development of 5G technology is still in its initial stages.

b) *Digital transformation focusing on the citizen* – For this component, it is worth noting that the report estimates that the digital skills of the population need to be improved. According to Eurostat, in 2019, only 21% of the population aged 16-74 had basic digital skills, being one of the lowest percentages among European countries.

(c) *Digital transformation with a focus on Government* – The strategic approach of the Government has been “aggressive” in terms of the digitalisation of public services and has created a legal framework necessary for this development.

(d) *Digital transformation with sectoral focus* – The report estimates that Albania still has a lot to do, especially in the “digitalisation of agriculture”, an important sector of the economy.

**Figure 3. Dimensions of EGDI, Albania 2022, UNDESA**

Dimensions of EGDI	OSI	Ranking in Europe (OSI)	TII	Ranking in Europe (TII)	HCI	Renditja në Evropë (HCI)
Albania	<b>0.81</b>	<b>17</b> (out of 43 countries)	<b>0.6</b>	<b>42</b> (out of 43 countries)	<b>0.8</b>	<b>36</b> (out of 43 countries)

<sup>13</sup> [https://albania.un.org/sites/default/files/2022-05/Digital%20Development%20Country%20Profile\\_Albania\\_final\\_02.22.pdf](https://albania.un.org/sites/default/files/2022-05/Digital%20Development%20Country%20Profile_Albania_final_02.22.pdf)

On the other hand, focusing on e-commerce, it is estimated that Albania is behind other countries of the Western Balkans and there are no mechanisms to inform or support SMEs in the implementation of e-commerce. Past programs to support SMEs in this regard have also failed due to the small amount of money offered to applicants.

(e) Innovation ecosystem with a digital focus – Albania ranks below the average of global indices for entrepreneurship, innovation and technology. The Global Innovation Index (2020) ranks Albania in 83rd place out of 131 countries, while the Global Entrepreneurship Index also ranks it in 83rd place out of 137 countries.

### 3. AN OVERVIEW OF THE CHALLENGES IDENTIFIED BY THE BUSINESS COMMUNITY DURING 2015 – 2023 REGARDING THE DIGITALISATION OF PUBLIC SERVICES

To systematically identify the issues on the business climate in the country, the Secretariat maintains an *Investment Climate and Business Issues Database*. This database documents concrete cases and problems, including matters related to public services and the necessity of their digitisation, as evidenced by direct meetings, focus groups and national and international business climate assessment indices during 2015-2023. Some of them are summarised below. They help to analyse the historical context of the reforms, their starting point and the progress achieved during the years, problems solved and those that still need to be solved.

- » *Administrative burden for businesses, submission of written documentation (taxes and customs-2016);*
- » *Blocks of invoices—archaic business monitoring mechanisms—leading to evasion (taxes and customs-2016);*
- » *Although the tax authorities have undertaken a series of training for taxpayers as per their business category, they are still not able to explain and provide practical solutions to the problems or solutions to the problems faced by the invoicing processes (fiscalization-2019);*
- » *Digitisation of the invoicing process is associated with high costs that are not reimbursed or subsidised by the government due to the rapid implementation of the law (fiscalization-2019);*
- » *Bureaucratic and non-transparent construction permits (e-Permits/Doing Business Indicator-2017);*
- » *The permitting process should be improved to reflect the needs of specific industries and delays in obtaining building permits should be reduced by streamlining the procedures of the National Land Regulation Council and all other national and local government authorities responsible for granting construction permits (e-Permits/Doing Business Indicator-2017);*
- » *Overlapping of inspections and lack of coordination as a burden for businesses (inspection reform-2019);*
- » *Complicated digital ecosystem (electronic signature, digital seal, etc.-2020);*
- » *Investments are needed in electronic*

*signature capacities, in terms of public technological infrastructure and legally in terms of its recognition by the courts (electronic signature, digital seal, etc.-2020);*

- » *Digitisation, but also optimisation: invest in the fastest and most secure distribution of public certificates (tax, property, criminal, etc.) that are already digitised, but not yet efficient enough to deliver them to the final beneficiary (electronic signature, digital seal, etc.-2020);*
- » *Support the rapid deployment of digital biometric IDs as a means of mitigating risks in the face of the rapid growth of digital transactions by enabling the digital options that the ID has (code, third-party reading of biometric data, etc.) (electronic signature, digital seal, etc.-2020);*

- » *Services for banks from ZVRPP (cadastre) bureaucratic and insecure/Property registration is missing as a prerequisite for their release into civil circulation (property registration-2019);*
- » *Cadastre must be online (property registration-2019);*
- » *Low use of debit and credit cards (high costs/informality/quality of tourist offer) (banking services-2018);*
- » *Innovation and investments in technology as prerequisites for increasing productivity and competitiveness (innovation-2021);*
- » *The capacities, speed and assistance of the service platforms are problematic and the coordination between the institutions for handling complaints related to the services is missing (institutional coordination-2022).*

# LEGAL & INSTITUTIONAL FRAMEWORK

## 1. STRATEGIES AND LAWS<sup>14</sup>

### a. Main pillars of Digital Agenda 2022-2026 and its Action Plan<sup>15</sup>

The focus of the action plan is to maximise the economic and social potential of information and communication technology, improving the provision of quality services, anticipating investments in the integration of new technologies in government electronic systems, as well as improving digital skills. Digitisation is considered as an irreversible process for any institution. The goals of the Strategy are:

- (1) *Digital Government: Enabling digital policies, intelligent processes and advanced solutions on secure platforms*
- (2) *Digital Business: Accessible, proactive services and ready actions for doing business*
- (3) *Digital citizens: Citizens and privacy, transparency of data and services to citizens*
- (4) *Digital education and digital skills: Transforming learning and teaching*

The realisation of the above goals is expected to be carried out through 47 measures supported

<sup>14</sup> For the purposes of the analysis herein are considered only the most important acts that regulate the institutional framework responsible for the administration and monitoring of the implementation of digitalized public services.

<sup>15</sup> Approved with CoM Decision no. 370 dated 01.06.2022 which replaced the "Digital Agenda 2015-2020"

by budget funding and by foreign donors, while the challenges are also evident, such as: *recognising the electronic signature and seal first in the countries of the region, to facilitate the movement of citizens and making of business with the Western Balkans and then with the countries of the European Union.*

### b. Focus of the Policy Document on Public Service Standards<sup>16</sup>

The document establishes, for the first time at the political level, objectives for the standards of public services and the framework that institutions must follow for:

- (1) Assessing the performance of service providers against standards and monitoring the quality of services.
- (2) Updating and correcting the standards based on evidence and other policies impacting the standards.
- (3) Automation of processes to enhance the convenience of citizens and businesses, as well as the activity of the public administration.

Within the framework of long-term policies for the standardisation of services and measuring their quality, the following interventions have been identified: (a) the adoption of minimum

<sup>16</sup> Approved with CoM Decision no. 207 dated 07.04.2023



standards; (b) designing the methodology of measuring the quality of services; (c) receiving the opinions of citizens and businesses; (d) piloting ISO in several service-providing agencies; (e) drawing up the Standard Operating Procedures (SOPs) in the service-providing agencies equipped with ISO; (f) training and capacity building; (g) drafting of KPIs for service-providing agencies; (h) performance system function of service-providing agencies/employees; (i) drafting of business intelligence instruments; (j) adhering to principles of good governance.

Meanwhile, from the consultations with the institutions, it results that for the implementation of indicators for measuring the quality of services, a Barometer is also being prepared, which will create the model for evaluating the quality of public services, according to the objective of the policies. Its envisaged role is to measure and monitor the level of performance of service-providing agencies and the quality of the services they provide. The purpose of the Barometer is to collect, process, evaluate and publish indicators for the quality of public services provided by various institutions, thereby increasing the transparency of institutions for their services. The barometer is still being processed by the Ministry of State for Entrepreneurship Protection (MSEP) and is still unfinished.

#### c. Law 43/2023 "On e-Government"

The adoption of the law filled a vacuum for e-government, the legal regulations for which were mainly at the level of by-laws and distributed in several pieces of legislation. The law is considered as a regulatory instrument within the *Digital Agenda Strategy*, encompassing the goals, the objective, the field of activity and the principles of electronic gov-

ernment in a complete unified legal act<sup>17</sup>, as well as addressing the recommendations of SSA for improving the legal basis and scope of the activity of NAIS. In the law, the role of NAIS is re-dimensioned in National Information Technology Agency (AKTI) as the only institution responsible for the central infrastructure of e-government services and the provision of scentralised electronic services, as well as for electronic certification and cyber security. The e-Albania platform will be the single point of contact for the provision of online electronic services of public institutions and private entities, while the law also promotes the legal power of the electronic document, which, like the paper copy, shall have equivalent legal power in carrying out transactions of legal actions.

#### d. Law 107/2021 "On Co-governance"

This law regulates the aspects related to the handling of complaints and requests from individuals or businesses in relation to the administrative activity of the state administration. The law is implemented by institutions under the responsibility of the Council of Ministers, as well as by public entities and local self-government units. The purpose of the law is to create conditions and promote interaction between the state administration and individuals, natural and legal persons and interest groups, regardless of their form of organisation, with the aim of increasing their role in improving the quality of public service provision. Article 8 promotes the coordination of state administration institutions through special institutional mechanisms for the development of good practices and their use throughout the state

<sup>17</sup> Upon its entry into force, Law No. 10273/2010 "On Electronic Documents" has been repealed.

administration, for the inclusiveness of every citizen in policy-making, for guaranteeing their participation in administrative decision-making procedures and for increasing the responsibility and accountability of the state administration. **The law allows businesses to submit a complaint regarding activities and administrative services that negatively impact the business climate and contradict the regulatory acts, through the platform "With you for the Albania we want" under the administration of the Agency for Dialogue and Co-Governance. Appealing on the platform does not limit the right to administrative appeal under specific laws and the principles of the Code of Administrative Procedures.**

## 2. RESPONSIBLE INSTITUTIONS

For the purposes of the analysis here are considered, only the institutions *that have the main executive, coordinating and monitoring functions regarding digitised public services*. Each institution is responsible for continuous innovation in the services provided according to Article 7 of Law 107/2021. "The principle of continuous innovation" - state administration institutions promote the use of technology and innovative communication methodology for interaction with interest groups and every citizen, with the aim of developing ideas and co-creating solutions for the good governance of the country, using the opportunities that are created from electronic government platforms, including the use and publication of data according to the principle of open government. We highlight that since the digitalisation of public services has an operational nature, the powers of monitoring and coordinating the digitalisation of public services at the practical level are divided between COD and

NAIS, *where the first has as its field of activity the analysis of administrative procedures, the deregulation and re-engineering of services starting from the systemic analysis of the complaints presented and handled by it, while the second as a field of activity has the technical implementation of these interventions in terms of digitalisation of services.*

#### a. MSSS

The Minister of State for Service Standards (MSSS), in cooperation with the responsible institutions, designs, develops and monitors state policies and strategies for:

- » ensuring standards in the provision of public services;
- » increasing the quality of services in every public sector;
- » facilitating the provision of public services;
- » increasing the effectiveness of services to guarantee 'citizens' access to public services.

MSSS coordinates and, case by case, takes the lead in the reengineering and deregulation process, with the aim of simplifying, increasing the efficiency and effectiveness of public services provided by state administration institutions<sup>18</sup>.

#### b. 4.2.2 NAIS

National Agency of the Information Society (NAIS) is responsible, among others, for the implementation of policies and strategies for the development of the information society sector, ICT in particular, and the coordination of programs in this field, as well as the promotion of investments and the promotion of new technologies in the field of information society. The institution is operationally responsible for reviewing and approving all new IT systems and

<sup>18</sup> CoM Decision 22.09.2021 "For Determining the Area of State Responsibility of the Minister of State for Services and Standards"

ensuring the implementation of principles related to service delivery. NAIS also coordinates the integration with the technical interoperability solution that enables data exchange across government registries. Additionally, NAIS prepares reports on the digitisation of services and their provision, such as data on the number and percentage of online applications, through the e-Albania portal.

#### c. 4.2.3 Agency for Dialogue and Co-governance

The main competences of the Agency are:

- » Recommending changes to internal rules and procedures of the institutions or their structure, as well as proposing to the responsible institution the initiative to change legal acts or by-laws in cases where it considers that the provision of public services cannot be carried out effectively due to obstacles created by internal rules and procedures;
- » Overseeing the administrative activity carried out by state administration institutions for the provision of public services;
- » Mediating the resolution of disputes involving state administration institutions, citizens or private entities;

- » Coordinating the establishment of a network of business coordinators within institutions and administers all written complaints addressed to central institutions.

#### d. 4.2.4 ADISA

01. The Agency for Integrated Public Service Delivery (ADISA) was established for the first time in 2014 as part of the reform of public services. *Its mandate included the review of public service delivery in Albania by establishing service delivery standards for citizens and monitoring the performance of service window clerks, based on the principles of customer care.* ADISA Service Windows were spread across 23 centres, providing application and information assistance, as well as support for online access and receipt of more than 1,000 central government administrative services. As of May 1, 2022, with the closure of physical counters, ADISA only performs assistance functions to users of digitalised services. It no longer takes on coordination responsibilities for service re-engineering and deregulation.

## FINDINGS AND ANALYSIS

*The main findings in this document are the product of analyses based on existing documents, surveys with the private sector, as well as meetings held with associations, businesses, as well as experts in the field and key institutions. The findings are summarised according to the concerns raised by the business, regarding the benefits derived from the digitalisation of public services, while notably addressing the obstacles encountered. Moreover, the document investigates requests aimed at improving the current quality, while also exploring possibilities for re-engineering and deregulation of public services, in both the central and local government.*

### 1. QUALITY OF DIGITAL PUBLIC SERVICES

#### Summary of main survey results:

- » *Reduction of the administrative burden:* Companies perceive a reduction in the administrative burden because of the digitalisation of public services (9 out of 10 surveyed companies), while 79% of those who think that the administrative burden has not been reduced are businesses with a turnover of up to 14 million Albanian Lek (ALL) and engaged in service provision.
- » *Reduction of corrupt practices* due to minimising human contact: Digitalisation of public services has led to a reduction of corrupt practices according to business perception

(8 out of 10 surveyed companies think so). While 72% of those who think that corrupt practices are not reduced are businesses with a turnover of up to 14 million ALL and engaged mainly in service provision.

- » *e-Albania platform:* The overall experience with the e-Albania platform, based on the most recent visits to the portal, seems to be generally positive, 8 out of 10 companies are satisfied (somewhat/completely) with the use of the platform.
- » *e-Tax/e-Filing platform of GDT:* 82% of companies are somewhat/completely satisfied with the use of the platform. The lack of contact and time saving are appreciated by the companies, while the blockage and load of

the system, elements of the documentation interface as well as the reconciliation with the central invoice platform add to the dissatisfaction of its users.

- » **Central Invoicing Platform** (e-fiskalizimi): 77% of companies are somewhat/completely satisfied with the platform. Flexibility, convenience, time saving, and real-time billing are some of the elements that make this platform appreciated by users. However, certain areas, such as reconciliation processes, data display, invoice elements, and delayed support responses, still need further adjustments and systematisation.
- » **Electronic Signature Platform** (e-sign): 78% of companies are somewhat/completely satisfied with the platform. Ease of application, convenience and time saving are the most valued elements, but high usage cost, absence of online payment options and delays in service delivery reduce business satisfaction.
- » **Municipal Platforms**: Only 59% of businesses have used any municipal platform (and here the understanding of municipal platforms is often reduced to the level of their website and not to genuine service platforms) and 69% express to some extent/completely satisfied. Saving time and receiving obligations in real time are appreciated by the business, however there are still many services that can be integrated and provided online to the business which, believes that existing municipal platforms are very basic and lack integration with other online platforms.
- » **Detailed assessment of the e-Albania platform**: The platform is assessed to contain the main elements when for service acquisition. Meanwhile, the least valued elements in

the portal are (i) *Data security*, (ii) *Complaint handling procedure*, (iii) *Delay in receiving the service*, (iv) *Assistance in receiving the service – delay in getting a response, difficulties in interaction with institutions, etc.*

- » **Willingness to use online payments**: Companies are ready to use online payments when obtaining public services on online platforms but have concerns regarding the security elements of their data.
- » **Minimal use of the Information Centre for Public services**: 64% of companies have not used the toll-free number and 23% do not know that this possibility exists.

## 2. PRIVATE SECTOR CHALLENGES TO THE USE OF DIGITAL SERVICES

**A. There is a broad consensus within the private sector regarding the effectiveness and convenience of conducting business through the digitisation of public services available to businesses. While the digitisation of public services is widely appreciated, there are still concerns regarding efficiency, accessibility, transparency, and timely responsiveness, both in the central and local administrations.**

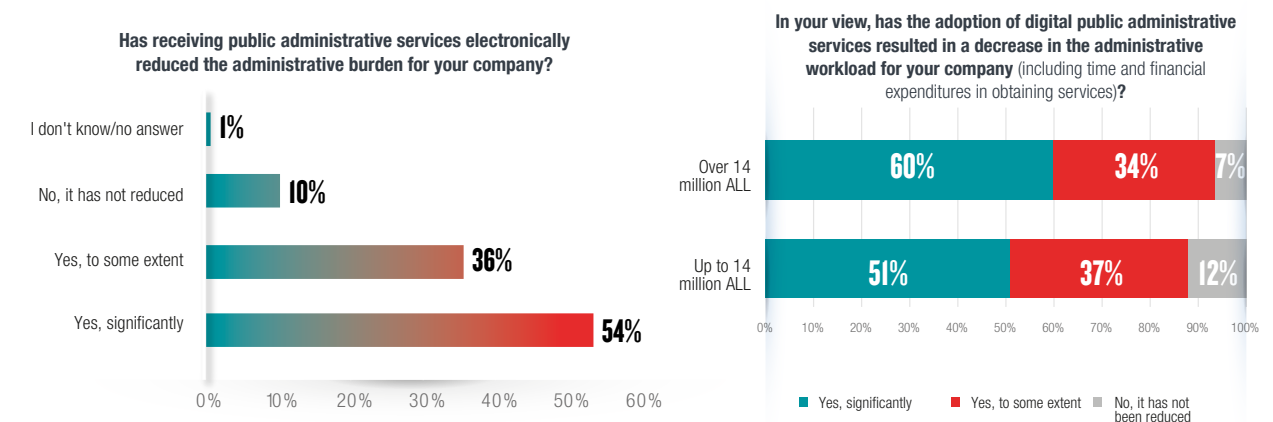
**01. Businesses appear to be aware that online services have alleviated the administrative burden for their companies. Nine out of ten companies state that digitised public services have contributed to reducing the administrative workload, primarily due to the time-saving convenience in accessing public services. Only 10% of respondents (most of these businesses fall with-**

**in the service sector with turnovers of up to 14 million Albanian Lek) declare that these services “have not reduced the administrative burden” for their companies. Fifty-four per cent indicate that the administrative burden has been reduced “significantly”, and 36% state it has been reduced “somewhat”. These findings demonstrate that when it comes to “interacting with government offices”, businesses are clear that the administrative load has been diminished. However, through qualitative discussions with focused groups, another internal “administrative burden” within the company seems to be emerging, especially for small and medium-sized enterprises – the adaptation to digitalisation so that these companies can effective-**

**ly embrace and utilise online services. This is tied to the level of internal digitalisation of the companies and the growth of digital literacy among their employees (technological proficiency or additional payment for engaging experts in the field). Electronic document management, archiving, the use of electronic signatures (not just sporadically), and even basic utilisation of online platforms are challenges for SMEs.**

**02. Digital transformation has gained significance as a global strategy against corruption, particularly concerning public services, as it focuses not only on digitalisation but also on cultural, organisational, and operational changes within an institution<sup>19</sup>. The reduction of physical interaction for various public services, resulting from digitalisation efforts in the**

**Figure 4. Private Sector's Perception Regarding Administrative Burden Reduction**



<sup>19</sup> <https://www.ifes.org/news/digital-transformation-anti-corruption-tactic-evidence-and-experience-europe>

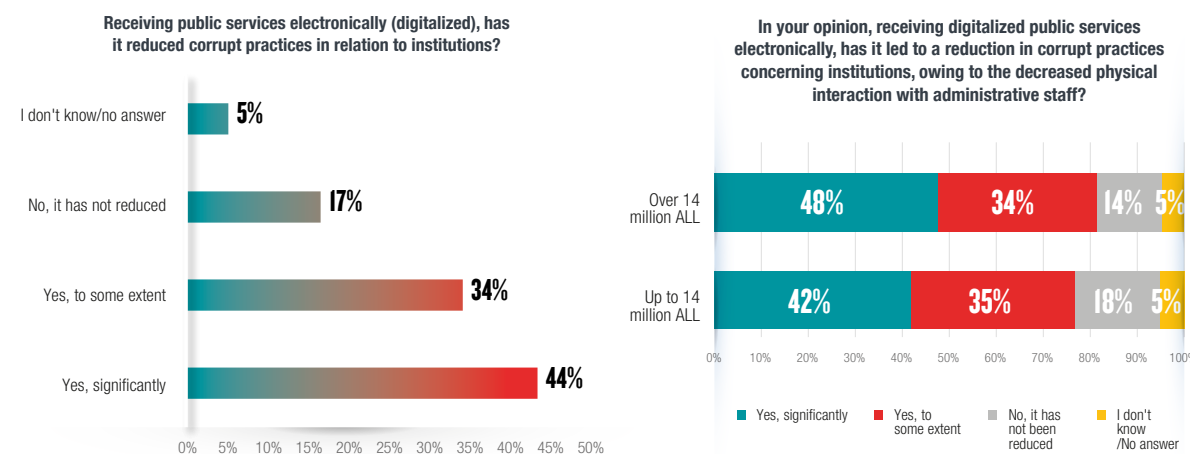


country, has led to a decrease in corrupt practices, according to the perceptions of 8 out of 10 surveyed companies. While not at the same level as the “administrative burden,” respondents state that “corrupt practices” have also generally been diminished due to the utilisation of online services. Approximately 44% declare that these practices have been significantly reduced, and 34% report a moderate reduction. About 17% of respondents (again, mostly businesses with turnovers of up to 14 million Albanian Lek in the service sector) still maintain that corrupt practices have not been reduced with online services, and 5% do not provide a response. *Through in-depth discussions and open-ended questions, it appears that the perception persists that “if the requested service is not provided in a timely manner or obstacles arise,” linked to interpretations or back-office procedures*

*of service-providing institutions, this signifies an underlying pressure to directly engage with the institution to seek a solution. Direct engagement often implies “corrupt practices.”*

**03. Despite generally positive overall assessments of online platforms, qualitative discussions have highlighted that when it comes to specific and unique services, businesses continue to encounter difficulties and hold expectations for improvements.** Respondents were questioned regarding their satisfaction with various government platforms offering administrative services for businesses. The evaluated platforms include e-Albania Platform, e-tax/e-filing Platform, e-fiscalization Platform, and the electronic signature (e-sign) Platform. The figure below presents the results of this assessment only for those businesses that responded i) Fully satisfied and ii) Somewhat satisfied. It is nota-

**Figure 5. Private Sector's Perception Regarding Reduction of Corrupt Practices**



Source: Secretariat Survey, June 2023

ble that businesses, in general, express satisfaction with the utilisation of platforms, with satisfaction levels ranging from 77% (e-Albania, e-fiscalization), 78% (Electronic Signature), and 82% (e-tax/e-filing).

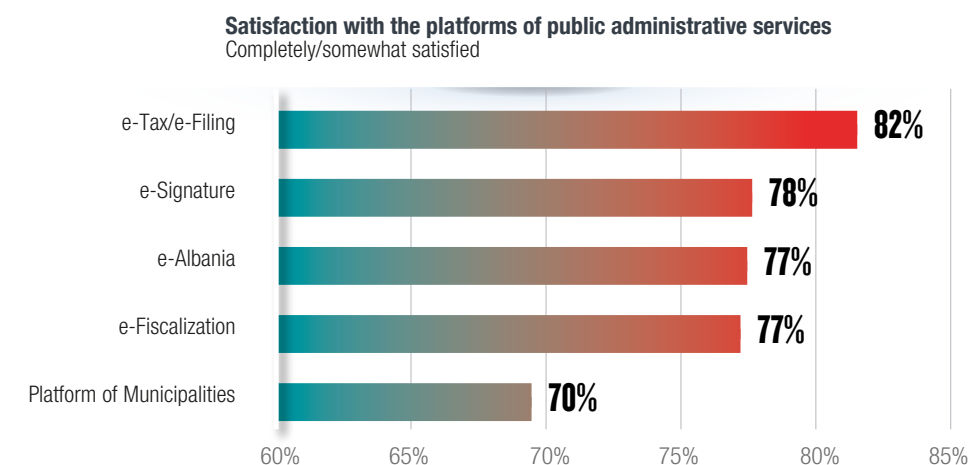
These platforms offer varying levels of service provision, with e-Albania being the most sophisticated and complex platform due to the diversity of services it offers. On the other hand, the other platforms have simpler and more direct services.

**04. Analysing the assessments of specific elements of the e-Albania platform reveals several interesting findings that require particular attention. The protection of online identity is considered challenging based on private sector perceptions. Despite advancements and public achievements in establishing secure platforms equipped with relevant features for safeguarding users' online data, security remains the most**

**problematic aspect based on private sector perceptions, and users need awareness in this regard.** Only 39% of respondents agree or strongly agree that “the portal is secure and safeguards their confidential information”. Almost one in four businesses (25%) disagrees with this statement, and approximately the same proportion (28%) is undecided/neutral about it. This perception of “security” and “confidentiality” is crucial to address as it directly relates to trust in institutions and conducting business in an honest and fair manner. *The perception may also be “inflated” by the fact that it is often unclear what information is confidential and what is public when it comes to businesses/owners/employees.*

**05. Furthermore, digital support or customer service provided through digital channels such as email, chat, mobile applications, social media, etc., is deemed insufficient and undermines**

**Figure 6. Satisfaction with Public Administrative Service Platforms**



Source:  
Secretariat  
Survey, June  
2023



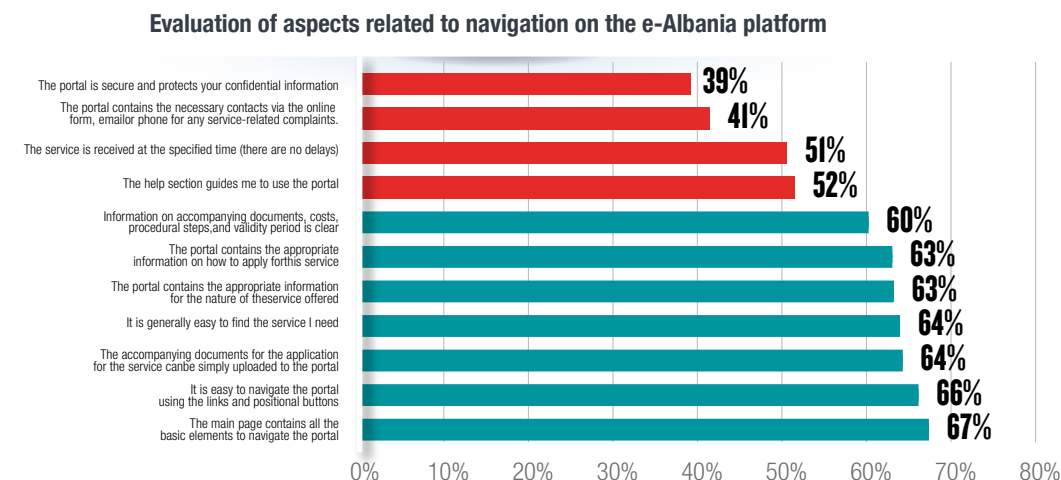
the efficiency of the offered digital services, which are often perceived to not be addressed in a timely manner.

- » Only 41% of surveyed businesses agree that the “*portal provides necessary email or phone contacts for any service-related complaints*”. In fact, this is one of the most frequently mentioned issues in discussions, open-ended questions, and focused group deliberations. The lack of quick and efficient assistance when it comes to information and complaints is evident. *The “complaint system” for services provided through the platform appears fragmented and challenging for businesses to use, especially when seeking a prompt response for time-sensitive services.* Emails from responsible institutions for service provision often either don’t function properly or require a considerable amount of time to respond, causing problems for businesses. On the other hand, businesses themselves are unclear about which part of the complaint pertains to platform usage (requiring communication with e-Albania platform) and which part pertains to the service content (requiring communication with the relevant institution). These aspects are often intertwined. Contact emails or numbers placed on platforms are frequently dysfunctional, leading to delays and complications in accessing the desired service. *Additionally, businesses highlight that even when institutions respond, the answers often lack structure and substance.*

The absence of a physical counter for obtaining information about requested services has been identified as problematic by companies, considering that assistance from other information channels does not adequately meet business needs. A significant portion of complaints could be avoided if assistance was swift and efficient during the service acquisition process on the platform. Establishing a rapid communication channel with users would address many of the issues encountered by businesses during usage.

- » Connected to this matter is also the statement: “*The Help section guides me on how to use the portal.*” For this element as well, only 52% of respondents agree, leaving a significant portion disagreeing. **The Help section needs to be enriched and tailored to address the various types of issues encountered by businesses.**
- » Although 51% of businesses declare they “agree” with the statement “*The service is provided on time (no delays),*” it is concerning that 49% of them do not share this assessment. **Almost half of the respondents believe that “the service is not provided on time.” This particularly pertains to those business services that require “processing” by the responsible institution’s back office.** *It would be highly beneficial to establish a way to “track” the adherence to service deadlines, as this could exert pressure on institutions to review procedures or allocate dedicated human resources to these services.*

**Figure 7. Agreement with Various Elements of e-Albania**

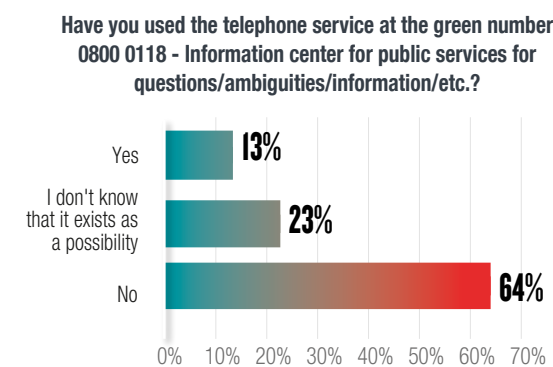


Source: Secretariat Survey, June 2023

- 06. There is an evident lack of awareness from the business side regarding the existing information channels for accessing public services.** To the question “*Have you used the telephone service at the toll-free number 08000118 - Information Centre for public services for inquiries/clarity/information/etc.?*”, 64% of respondents answered negatively, and 23% were not even aware of the existence of the toll-free number.

Even during discussions with focused groups, it was observed that this toll-free number is not recognised by businesses, and *the main question that arose was, “Why is this number not found on the e-Albania platform as information, but only on the ADISA website<sup>20</sup>?”* Businesses are not aware of the current role of ADISA and are unaware that they need to access this page to find the toll-free number. Nonetheless, even in the few cases where businesses have used this number, it has emerged that call centre employees who answer the calls lack knowledge about the service content and only provide information at the level of the informational card available on e-Albania.

**Figure 8. Utilisation of the Toll-Free Number**



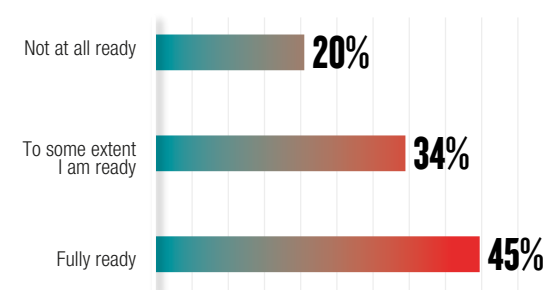
Source: Secretariat Survey, June 2023

- 07. Online payments for accessing digital public services are considered underdeveloped and lacking.** Since the cyber-attack on e-Albania, the use of online payments (previously limited

to a single bank) is no longer available. However, surveyed businesses express consensus regarding readiness for online payment usage, where 8 out of 10 companies are fully/somewhat willing to use it as an option. *Companies that hesitate to adopt this option primarily highlight the issue of lack of trust in the security elements of online payments.*

**Figure 9. Readiness for Online Payments**

**How ready are you to use online payment for public services that can be offered as an option on online platforms?**



Source: Secretariat Survey, June 2023

**B. Currently, the local government is perceived as inadequately integrated into online service platforms, and business perceptions view existing local platforms as basic and lacking in services.**

Currently, the following services for businesses are integrated into the e-Albania platform:

- » *E-permits* – the building permits system, which was previously a local function, but now the entire procedure has been transitioned to the e-Albania platform. This system is regarded as a best practice where functions of local government have been integrated into the e-Albania platform, and the

service is almost fully accessible (except for online payments currently).

- » *Only the Municipalities of Tirana and Durrës have implemented Local Taxes and Duties on the platform*, but even this is limited to providing information about obligations.
- » *Some municipalities have created their own separate platforms* (cases of Shkodra, Fier, and Patos) that provide a few services mainly at Level 1 (information and obligation invoice generation level).

In general, even from qualitative discussions, it is evident that businesses perceive a significant gap in the development of online services for local government compared to those at the central level. There are several local-level services that businesses find administratively burdensome (requiring applications and documents that could be eliminated through deregulation or re-engineering), such as:

- » **Registration and de-registration of businesses** for the purpose of local taxes and fees. Currently, this registration or de-registration is done through a separate application where the only additional document a business needs to submit (besides the registration at the National Business Centre) is the lease agreement for the premises in the respective municipality. Currently, the practice involves the National Business Centre (NBC) emailing the list of registered businesses (monthly) to the respective municipalities, and the municipalities then create their own procedures for local registration. Similarly, NBC emails the list of de-registered businesses to municipalities on a non-periodic basis (according

to tax deadlines). *Through a re-engineering process, this entire process could be digitised, allowing for the submission of the lease agreement online to avoid physical visits and registration at municipal offices.*

- » **Payment of Local Taxes.** The fiscal packages of municipalities are all well-defined, and business obligations are easily calculable. *Offering this service entirely online is feasible, allowing for online payments and thus avoiding trips to municipalities and second-tier banks for payments that create administrative burdens for businesses.* The option for each business to log in and view “My Local Obligations” and make online payments would be a sought-after solution by businesses.
- » Municipal permits required for regular business activities, such as permits for the use of public spaces, transportation, etc., could be provided online, following the example set by the central government in this regard.

- C. Interconnecting the records of the NBC with the registries of other public institutions would facilitate access to public services by minimising the duplication of required documents.** Consultations with companies operating in various sectors of the economy highlighted the issue of additional requirements from public institutions for documentation that, if there were an interconnection of public registries, would not need to be submitted by businesses themselves. Such documentation includes certificates of business opening/closure, social/health insurance certificates, medical reports, etc.

- D. The services offered by the State Cadastre**

**Agency (SCA) through the e-Albania platform are the most problematic for businesses.** This is evident both from the survey results and from the discussions held with businesses and experts, who have highlighted not only the perception of businesses but also individual experiences. The raised concerns are not solely related to the aspects of digitising the offered services and their functionality on the platform. *They also pertain to the core of the service, property rights, and the approach of regional SCA offices when providing responses to applications made through the e-Albania platform.* This happens even though for most applications, businesses pay cadastre fees and banking commissions, which sometimes amount to up to 20% of the fee. The identified issues include, but are not limited to: (a) failure to receive responses for applications made according to the information passports and legal deadlines in e-Albania; (b) unclear and confusing responses often referring only to the numbers of laws such as Law 111/2018 “On Cadastre” or Law 20/2020 “On the Completion of Property Transition Processes in the Republic of Albania” rather than specific articles; (c) requests for additional document submissions which are already available or have been issued by the Cadastre or can be obtained from other institutions; (d) failure to confirm copies of property cards from notary offices within legal deadlines, thus hindering property and banking transactions. From the qualitative comments provided by businesses, it is understood that the above-mentioned issues are also faced by individuals. Individuals, in the absence of services from ADISA offices, their limited digital skills, and the complexity/terminology of the applications,



are forced to pay third parties to handle applications on their behalf. These issues are now widely recognised and accepted, as evidenced by the fact that the Government has decided to change the procedures for providing services by SCA, completely closing the physical communication channel for applicants, which formally closed since the cessation of ADISA services. The Secretariat has not examined this time in detail the reasons behind these issues, which may be related to objective factors (real inability to respond to applications<sup>21</sup>) and subjective factors (corrupt practices). As evidenced by the Secretariat's analysis conducted in 2019 on "Legal Security on Property," property registration and the completion of property transition processes are prerequisites for providing quality digital cadastre services according to legal specifications and deadlines. Given the recent initiative to re-engineer cadastre services and until the improved/new method of offering online services, administering, and processing administrative complaints and appeals is clarified, this issue will be subject to in-depth

analysis in the future and will be part of the reporting on the progress of the recommendations approved by the IC since 2019.

### 3. RE-ENGINEERING AND DE-REGULATION OF PUBLIC SERVICES

Digitisation, re-engineering, and disruption of public services and administrative practices of institutions influence each other dynamically and interdependently. The expectations are that the digitisation of public services should be accompanied by: (a) proactive engagement by the institutions themselves (dedicated budget for digitisation, ongoing consultation with the business community regarding their administrative practices with the ultimate goal of simplification and proposals for changes to the legal and sub-legal framework for disruption and re-engineering of the services offered) and (b) coordinated involvement from responsible institutions in policy-making or executive agencies that also have monitoring functions. From the analysis of the legal framework and the competencies of responsible institutions for digitisation, it appears that the functions of re-engineering/deregulation are decentralised and distributed across several laws and among multiple institutions, creating overlapping competencies as well.

» Specifically, **NAIS is responsible for the electronic re-engineering of public services**, as set forth in Article 29/f of Law No. 43/2023 "On Electronic Governance." According to this provision, "NAIS undertakes, primarily or based on the requests of interested state administration institutions, initiatives for the electronic re-engineering of services through the government's interaction platform, based on the need for process improvement, reorganisation of work processes, with the aim of simplify-

21 According to the Final Audit Report on Information Technology for the State Agency of Cadastre (SCA), conducted by SSA in September 2022, as highlighted in the report (<https://panel.kish.org.al/storage/php5ZMpPc.pdf>), among many findings, the following issues are evident: The multifunctional system experiences continuous interruptions and disruptions in its normal workflow, impacting the activities of specialists and the institution's service provision to citizens and businesses. Users do not face restrictions based on local directorates. Instances have been observed where the final reports generated to track the completion of requests and applications do not contain all the practices that were delayed in processing. Comprehensive reports required by the director of the directorate to see the number of pending applications can only be generated after 6:00 PM, as the system experiences lower usage during this time and completes the report generation process. Within the multifunctional system, it is not possible to reassign and redelegate a task from the office head to another specialist, if the initial delegation was made to the wrong specialist. When entering data for an asset, not all fields displayed by the multifunctional system are accurately populated by the specialists.

ing, enhancing the efficiency and effectiveness of public administration, as well as technological developments."

» On the other hand, **ADISA has competences to initiate the re-engineering of public services**. According to the provisions of Article 13 of Law No. 13/2016 "On the Manner of Providing Public Services at Counters in the Republic of Albania", ADISA, among other things: "(ç) seeks changes in systems, procedures in the offices responsible for services, and the creation of new services, with the aim of providing the highest quality public services from service counters; (ë) participates in the process of re-engineering services, by undertaking and initiating the development of this process."

However, the practical role of this institution in terms of re-engineering public services is not clear, especially in the context where its physical counters are de facto no longer open to citizens and businesses, despite substantial investments made over the years for their establishment. *It is worth noting that Law No. 13/2016, which was originally intended to be repealed according to the initial draft of Law No. 43/2023 "On Electronic Governance"<sup>22</sup> is still in force, further complicating the role of ADISA.*

» **The Agency for Dialogue and Co-Governance has been added to the architecture of institutions involved in the re-engineering/deregulation of public services**, according to the provisions of Law No. 107/2021 "On Co-Governance." According to Article 12/c, the agency, among other things, has the competence to: "Recommend changes to the internal rules and procedures of institutions or their structure, and proposes to the responsible

institution the initiation of measures to change legal or sub-legal acts in cases where it considers that the provision of public services cannot be effectively realised due to obstacles created by internal rules and procedures, the structure of the state administration institution, or existing legal or sub-legal acts."

In relation to this aspect, *the Agency also has monitoring competences to oversee the administrative activity carried out by state administration institutions for the provision of public services according to the rules and procedures set forth by this law (Article 12/ë).*

*The approach to distributing competencies regarding the re-engineering/deregulation of public services may not necessarily be wrong, but it does make the integrated and focused approach for all elements of public service provision more complex.* Based on the above and to clarify the role of each institution, the Secretariat specifically discussed this issue with the Agency for Dialogue and Co-Governance. The Secretariat confirmed during the meeting that the Agency has prepared an analytical report on the main administrative practices related to services provided to businesses (including digital services), based on a systemic analysis of complaints administered through the "With You, For the Albania We Want" platform. The purpose of the report will be to coordinate, re-engineer, and streamline many procedures that will further alleviate the administrative burden on businesses. **The planned activities and corresponding roadmap related to the above are not yet publicly available.** The most recent report on submitted and resolved complaints from the Co-Governance Platform pertains to the year 2020<sup>23</sup>.

22 <https://konsultimipublik.gov.al/Konsultime/Detaje/413>

23 <https://www.shqiperiaqeduam.al/>

# RECOMMENDATIONS

**D**espite the advancements made, the process of digitalising public services remains intricate and necessitates a dedicated commitment from all involved parties, considering both costs and benefits. From the aforementioned, it is evident that challenges persist in business perceptions regarding data security levels, simplification of platform usage, establishment of complaint channels, and the accuracy of responses from institutions. Additionally, even based on public evaluations, challenges remain in terms of institutional stability, coordination, digital training for administrative staff, and continuous education.

We emphasise that, at this stage, fostering user trust stands as a pivotal element for the 'reform's success. The allocation of budgetary funds or further technological investments should harmonise with concurrent endeavours to engage institutions seriously, with clearly defined responsibilities at the managerial level. This engagement should extend to personnel possessing digital proficiency and skills that align with the pace of reform and, more importantly, the expectations of taxpayers. Considering the above points, we propose the prioritisation of interventions as follows:

## RECOMMENDATION 1.

**Institutionalisation of the process of re-engineering and dynamic deregulation of public administrative services provided by central institutions for Business.** The process of deregulation and re-engineering of services in general, and specifically services for business, should have a concentrated focus and an integrated approach through a specific structure, that constantly pays attention to the improvement of standard of services by proposing and following the implementation through innovative and

efficient solutions.<sup>24</sup> Thus, ad-hoc and non-integrated interventions would be avoided.

<sup>24</sup> Although at the moment it seems that there is a joint initiative of the Agency for Dialogue and Co-governance and NAIS to coordinate a service reengineering process, still the idea is that this should not be considered an action at a certain point in time, but enhance a structure that constantly thinks about innovative solutions, deregulation and dynamic reengineering based on the ever-changing conditions of the business environment. Perhaps a merger of ADISA within the Agency for Dialogue and Co-governance where a special structure (within the Agency for Dialogue and Co-governance) would specialize and work only on "user-focused service innovation" merging technological and regulatory elements into different solutions, could be a solution long term for this matter.

## RECOMMENDATION 2.

Digitisation of local administrative public services for business. Local administrative services for businesses have a big gap from the point of view of digitalisation compared to the administrative services of central government institutions. Except for some sporadic cases (such as e-permits, for example), digitisation is almost non-existent even though the "Decentralization Strategy" has identified the digitisation of local services as one of its priority pillars. In this direction, it would be recommendable: (1) Legal and institutional clarification for the coordination and implementation of the digitalisation process of local services. This would require cooperation between agencies at the central level (NAIS, Agency for Dialogue and Co-governance, Agency for the support of local self-government, NBC) and municipalities (at the level of associations) to create a coordination mechanism. (2) A process of harmonisation, categorisation, codification, and re-engineering of local services identified at the local level. The complete inventory of local administrative services is a necessary process considering that the Municipalities have autonomy in the "creation" of services. Based on an initial analysis, would be recommended the prioritisation of the main group of harmonised services for all the municipalities (have the same nature and requirements) and go through a process of re-engineering and digitalisation that would serve to all municipalities.

## RECOMMENDATION 3.

Support for "digitalisation" and digital education of businesses, especially with a focus on small and medium-sized businesses through (a) programs with grants/assistance for SMEs;

(b) digital education through ongoing massive awareness campaigns, such as events like Albanian digital days; (c) programs training provided to business to facilitate usability and adoption with the digital transition such as the use of e-Albania, electronic document management, use of electronic signature, information management systems, etc.; (d) dedicated tutorials for each service.

## RECOMMENDATION 4.

Enhancing Service Quality for Businesses. Recognising businesses as crucial contributors to the budget, the enhancement of service quality relies not only on investment in technical and technological infrastructure or streamlined procedures but also on the proficiency of the public administration staff in digital realms. To achieve this, the following steps are proposed: (1) Drafting and Annually Publishing a Roadmap: Establishing a comprehensive plan that outlines concrete training objectives and associated budgets<sup>25</sup> on a yearly basis; (2) Strengthening Capacities through Ongoing Digital Training: Continuous education initiatives for administration personnel, focusing on adapting to digital transformations; (3) Transparent Progress Monitoring: Implementing a transparent system to monitor results, thereby ensuring alignment with reform objectives, efficient budget utilisation, and enhanced accountability to taxpayers.

## RECOMMENDATION 5.

Strengthening Information Security on Digital Administrative Platforms. In addressing the security of information shared on digital platforms

<sup>25</sup> For example, "digital bootcamps" trainings.



for administrative services, the following steps are advised: (1) Establishment of a Contingency Plan for Cyber Attacks: Develop comprehensive “back-up” and “recovery” plans to respond to potential cyber-attacks quickly and effectively. This plan should be made transparent to both businesses and the public. Such transparency will foster trust in the platforms and encourage their use; (2) Implementation of Information Classification: Introduce a system for categorising publicised information, particularly data disclosed by businesses. This could involve implementing limited access to certain data, for instance, through a payment system.

#### RECOMMENDATION 6.

Streamlining User Support for Enhanced Platform Usability. To optimise the usability of platforms for businesses, it is proposed to establish an integrated support system that harmonises all service channels. Currently, the fragmented approach creates confusion and inefficiency, hampering its effectiveness. Building a coherent integrated system, rooted in user experience, necessitates a meticulous mapping of touchpoints and levels that users engage with, to access needed information more efficiently. This mapping process would summarise the entire user-service interaction cycle, enhancing user assistance comprehensively. To initiate this system, a “user journey” model can be employed, which centres around the user’s query. This journey model should encompass an entry point and diversions based on specific query types. Additionally, to centralise support, it is recommended to unify the support phone number and offer real-time “chat bot” assistance for service-re-

lated issues. This concerted approach is envisioned to bolster user satisfaction and engagement while streamlining the problem-solving process.

#### RECOMMENDATION 7.

Simplifying the complaints process through harmonisation, integration, and improvement of the complaints system for administrative services. The following steps are proposed to Initiate a User Journey Mapping: Commence by meticulously mapping the “user journey” concerning complaints about services. This mapping should encompass all touchpoints and interactions a user undergoes when raising a complaint. The outcome should be a clear and coherent path that users can follow. Integration into e-Albania Platform: Based on the established user journey mapping, integrate the complaints process into the e-Albania platform, aligned with specific requested services. This step facilitates the digitalisation of complaints and overall efficiency in addressing them. Priority Focus on Key Services: Prioritise the enhancement of the complaints process for crucial services, particularly those involving the NBC, Customs, and Tax Administration.

#### RECOMMENDATION 8.

Review, evaluation, and regulation of administrative services for agricultural businesses and farmers through the following aspects that need to be addressed: (1) Streamlining Initial Registration of Agricultural Cooperatives as the entire process of registration of these companies and documents requirements should be reviewed since it is currently considered difficult and subject to unclear interpretations.

(2) Regulating and unifying the registration of farmers with Taxpayer Identification Number (NIPT), since all farmers who sell their products to entrepreneurs (traders) are obliged to register and be equipped with the NIPT certificate: This registration serves various purposes, including adherence to the VAT scheme and participation in the National Agriculture Support Scheme. Presently, this process requires physical document submission at Regional Tax Directorates. Meanwhile, to access IPARD funds, farmers need a separate NIPT issued from NBC, leading to the use of two separate NIPTs. To streamline this, it is suggested to unify the process and ensure that farmers operate with a single NIPT, possibly through NBC (as any other business) and operate solely with one NIPT. However, despite the decision whether the registration process is managed by the NBC or Regional Tax Directorates, the key is to establish a unified and digitalised approach that presently is conducted in a physical format.

#### RECOMMENDATION 9.

Improvement of the online payment system, at least for central administrative services. To bolster the effectiveness of the online payment system for central administrative services, the following steps are advised: Expansion of Online Payment Channels: Presently, payments are facilitated via two main avenues: 1) physical banks, and 2) Credins Bank online within e-Albania. Acknowledging the business community’s inclination towards online payments, it’s recommended to broaden the scope of options. This entails enabling online payments through all second-level banks and even exploring additional payment methods. Addressing Concerns

and Improving Security: Addressing scepticism regarding transaction security is pivotal. Measures to ensure the integrity and safety of online transactions must be implemented and clearly communicated to enhance user trust. Diversification, Facilitation, and Speed: By incorporating multiple second-level banks and alternative payment options within the e-Albania platform, the payment process will become more diverse, streamlined, and efficient. This step will significantly contribute to expediting services for businesses.

#### RECOMMENDATION 10.

Simplifying the interaction and usability of platforms for businesses through: (1) Targeted Service Display: Modify the e-Albania platform to exclusively filter/display services meant for businesses upon entering, rather than presenting all services intended also for individual citizens; (2) Process Traceability and Resolution: Implement a system for tracking processes, saving information while completing and resuming the process in a second step where it was left before, particularly in cases of platform malfunction; (3) Logical Codification in Fiscalization platform: In the Fiscalization system, introduce a rational codification of NIVFs (National Identification and Fiscal Verification Numbers) that follows a coherent order, as opposed to using arbitrary numbers. This logical sequence simplifies the identification and retrieval of information; (4) Automated Invoice Download: Enable businesses to automatically download invoices from the fiscalization system on a weekly or monthly basis. This automation streamlines archiving processes, saving time and effort.

**RECOMMENDATION 11.**

Re-engineering of administrative practices and procedures related to the filing of financial statements, taking advantage of the functionalities offered by digitisation, as an opportunity to reduce the administrative burden for both business and administration. Currently, there is an increased administrative burden for the business related to the filing of financial statements according to different formats in two institutions, respectively GTD and NBC, according to legal obligations arising from two different laws. Specifically, based on Law No. 9723, dated 03.05.2007, “On the National Business Centre”, amended, article 43, point 3 (a), entities are obligated to submit annual financial statements, the business performance report and the audit report, maintained in accordance with legal requirements when the re-

tention of these documents is mandatory. Their submission is currently done online at NBC in electronic format and by July 31 of the following year. Meanwhile, a similar obligation is also imposed on businesses based on Article 22 of Law No. 25/2018 “On accounting and financial statements”, requiring the submission of financial statements and explanatory annexes to the GDT within 7 months from the reporting date (March 31 of the following year).

Based on the goal of the digitisation to streamline the process of information and procedures, to simplify and facilitate the bureaucratic steps that are performed or administered by public administration institutions and to increase their efficiency according to the one-stop shop concept, unification of the above procedures would be a reasonable measure, with mutual benefits and would require only a few legal amendments.

# ANNEX I

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## 1. PROGRESS OF DIGITALISED SERVICES AND THEIR CURRENT STATUS

The following data have been made available by NAIS after the request for information from the Secretariat, in the function of transparency and the need to promote digital services for business:

### A. AUTOMATION OF ADMINISTRATIVE PROCEDURES

Interaction through the *Government Platform of Interaction* with state databases enables the facilitation of the application procedure by receiving data in real time from other electronic registers:

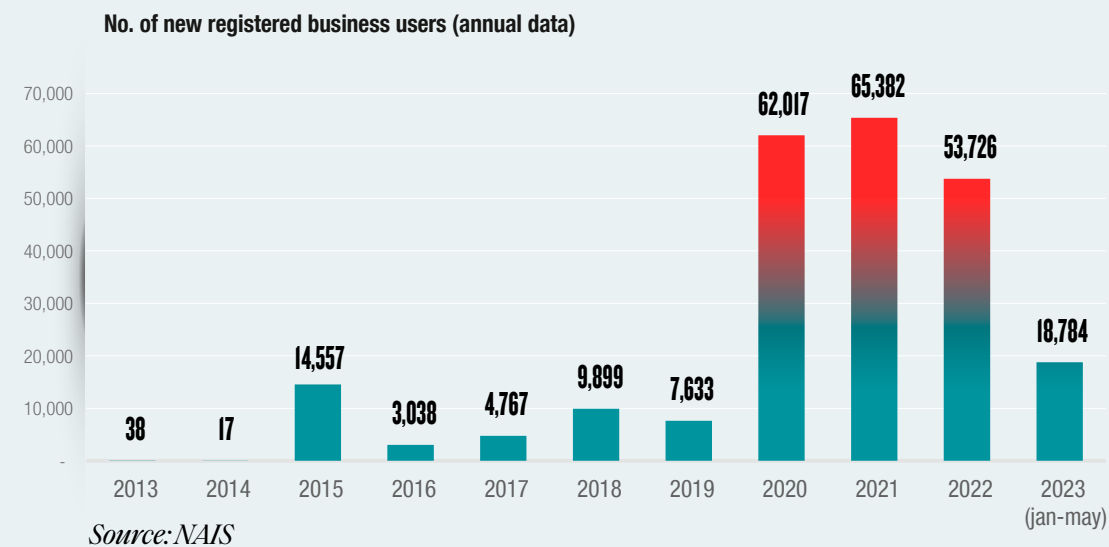
- » 60 electronic systems are connected to the Government Interaction Platform so far in 2023, which exchange data in real time, making it possible to automate administrative procedures in their handling as well as eliminate accompanying documents.

- » 66% of the fields in the application forms are filled automatically by the interaction and exchange of data between these registers in real time.

### B. THE GROWING NUMBER OF USERS OF THE SERVICES OFFERED ON THE E-ALBANIA PLATFORM FOR BUSINESS

During 2022, over 265 million actions performed through the platform are counted, a figure which is 0.23 times higher than the year before, or in other words, 380 times higher than the number of actions performed during 2013.

During 2022, 53,726 businesses were registered on the e-Albania portal, while 18,784 businesses were registered for the period January - May 2023. 170,000 entities registered on the portal over the years have used at least one service during 2022 and 164,114 entities registered on the portal have used at least one service during the period January - May 2023.

**Figure 10. New registered users - businesses**

For the year 2022, 8,700,000 public services were received through e-Albania, of which 1,600,000 are public services offered to the category of businesses according to the following service categories:

#### 1. NBC

- » 787,800 applications made for 178 business services in the NBC during 2022
- » 460,000 applications made for 178 business services in NBC during the period January-May 2023

The services with the highest number of applications for NBC are as follows:

- » Simple/historical extract (Business);
- » Registration Certificate;
- » Application to change the registration of a Natural Person.

During the year 2022, the new service of the QKB, “Certificate of Deregistration” was added, which is provided immediately with an electronic stamp.

#### 2. GDT

- » 200,000 applications made for 26 business services in GDT.
- » 109,000 applications made for 26 business services in GDT during January-May 2023

The most used GDT services by businesses are:

- » Payment list of social insurance contributions, health and income tax from employment (eSig25);
- » Notification of changes in registration;
- » Certificate of payment of obligations.

#### 3. GDC

- » GDC offers 38 services for business for which 17,000 applications were made during 2022 and 9,700 applications during January-May 2023.

The most used GDC services this year are:

- » Authorisation for active processing mode;
- » Request for additions to the authorisation of the active processing regime;
- » Authorisation for exemption from fuel excise duties for fishing vessels.

#### 4. SCA

- » 214,000 applications made for 72 business services for SCA for the year 2022 and 74,000 applications made during January-May 2023.

The most used SCA services by businesses are:

- » Application for issuance of ownership certificate
- » Application for issuance of certificates (negative/positive)
- » Application for issuing a copy of the property card

#### 5. MTE

- » 24,000 applications made for the 21 services offered to businesses for MTE during 2022 and 6800 applications made during January-May 2023.

The most used MTE services by businesses are:

- » Request for exercising the activity as a beach station
- » Environmental impact assessment application
- » Application for equipment with accommodation structure categorisation certificate

#### 6. ARDA

- » Application for the fuel scheme for agriculture - for the year 2022, a total of 51,711 applications were made by farmers.
- » Application for the fuel scheme for agriculture - for the year 2023 (January-May), 54,691 applications were made.

#### 7. SSI

- » 90,000 applications for Social Insurance Institution (SSI) are reported for the 5 electronic services offered to business for the year 2022 and 45,000 applications made during January-May 2023 in relation to:

- » Request for birth allowance and grant for children born to employed persons
- » Income for temporary disability from general illness
- » Income for temporary disability from accidents at work and occupational diseases
- » Income for sickness compensation when the workplace changes
- » Income for permanent disability to a small extent from accidents at work and occupational diseases

#### 8. NAIS

- » The “*Application for the electronic certificate for the fiscalization project*” service counts 111,062 applications for the year 2022, helping taxpayers for the electronic invoice within the fiscalization project and 50,000 applications made during January-May 2023;
- » “*Application for equipment with electronic signature for employees and tax-paying entities*” is another service that e-Albania offers where the cost for business, in relation to the state but also in the business-to-business relation, decreases significantly with each passing day. This service has 124,103 applications during the year 2022 and 82,000 applications made during January-May 2023.

#### 9. MUNICIPALITY OF TIRANA

- » Businesses that operate under the jurisdiction of Tirana Municipality have the opportunity to be informed and pay unpaid local taxes and fees, as well as to be provided online with proof of tax liquidation with an electronic stamp. For these services during 2022, 114,000 applications are counted, and 31,000 applications during January-May 2023.

## 10. TDA

- » Business applications for Territory Development Agency (TDA) construction permits and licenses issued by NBC and Ministry of Infrastructure and Energy (MIE) number 36,000 applications for 2022 and 17,000 applications during January-May 2023.

## B. NEW SERVICES DURING 2022 AND 2023

During 2022, new services have been added to the e-Albania portal, which are offered by institutions such as:

### 1. STATE ARCHIVES OF THE JUDICIARY

- » Online application for court archival documents from the State Archive of the Judicial System. This service helps citizens and entities to apply online for court documents with objects: inheritance, paternity, adoption, ownership and criminal and investigative cases.

### 2. MSEP

An innovative innovation of this year are the two services of the Ministry of State for Entrepreneurship Protection (MSEP) with the aim of benefiting from grants and support measures for the applying subjects:

- » o Facilitator's passport;
- » o Startup Passport/Start-up Passport.

### 3. GDC

The General Directorate of Customs (GDC) has added the following electronic services, for real-time verification of the statuses of customs

declarations of goods and payments:

- » Balance of prepaid account at customs;
- » Status of customs declaration of goods;
- » Status of goods transit declaration;
- » Status of payments at customs.

### 4. DIRECTORATE-GENERAL FOR MARITIME AFFAIRS (DG MARE)

New services have been added related to the certification of various watercraft for applicants who already follow the entire application and certification process online:

- » Application for the equipment of the ship with a certificate according to the convention;
- » Application for registration and equipment with a certificate of competence;
- » Application for registration and equipment with endorsement certificate;
- » Application for registration of changed data of the ship/vessel;

### 5. GDIP

The General Directorate of Industrial Property (GDIP) has implemented the following service, which helps citizens and entities to apply for the drafting of the research report by the European Patent Office (EPO):

- » Application for the drafting of the research report by EPO regarding the patent for the invention.

### 6. GDRTS

The General Directorate of Road Transport Services (GDRTS) offers the following services dedicated to intercity transport:

- » Residence station authorisation for intercity

transport lines;

- » Vehicle certification in intercity transport lines;
- » Duplicate License/Certificate for intercity transport;
- » Request for access to e-Transport for intercity transport;
- » Request for line approval of intercity transport;
- » Request for addition/change/removal of the schedule in intercity transport lines;
- » Request for addition/change/removal of station on intercity transport lines;
- » Licensing in intercity transport lines.

### 7. NBC

It has added new services related to the deregistration procedures of the natural person in the NBC:

- » Application for deregistration of the natural person;
- » Deregistration certificate.

### 8. MTE

- » Application for equipment with accommodation structure categorisation certificate.

During the year 2023, new electronic services for businesses have been developed and published on the e-Albania government platform, which are evidenced as follows:

- » The National Employment and Skills Agency in 2023 has added a new service Request for Financial Compensation of Social Security and Health Contributions, helping all legal or physical entities that employ workers who are paid minimum wage and exercise activity in the fields of economic activity of the

processing industry, fishing, agriculture, and forests. These entities have the right to apply to benefit from the contingency fund for financial compensation.

- » The National Agency of Medicines and Medical Devices has published 4 new services to help Manufacturers/Representatives of foreign manufacturers/Wholesalers of medical devices for registering and changing/cancelling the registration of medical devices or trading entities that have performed the registration of medical devices at the National Agency for Medicines And Medical Devices (AKBPM), perform self-declaration of the import of medical devices.
  - » Application for medical device registration
  - » Application for change of medical device registration
  - » Application for cancellation of medical device registration
  - » Self-declaration of import for medical equipment

## C. SERVICES TO BE DEVELOPED DURING 2023

In the framework of the legal changes, during 2023, the following services are in the process of being implemented:

### 1. NATIONAL FOOD AGENCY (NFA)

- » Prior notification for import and transit of products of non-animal origin in the Republic of Albania;
- » Prior notification for import and transit of live animals in the Republic of Albania;
- » Application for prior notification for import



and transit of products of animal origin in the Republic of Albania;

- » Advance notification for import and transit of plants, plant products and agricultural inputs in the Republic of Albania.

## 2. MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT (MARD)

- » Request for registration/renewal of registration and change of scope of Registration of Certifying Organizations for Biological Production;
- » Registration of agricultural and food products with the designation "Traditional Specialty Guaranteed".

## 3. COMPULSORY HEALTH INSURANCE FUND (FSDKSH)

Non-public health institutions will have the opportunity to enter or re-enter into contracts with the Directorate of University Hospital Services or with the Regional Directorate of the Compulsory Health Insurance Fund to realise the financing of the health service packages that will be offered by the non-public health institution.

- » Application for entering/re-entering into contract with Non-Public Health Institutions.

## 4. MINISTRY OF TOURISM AND ENVIRONMENT (MTE)

MTE will provide an electronic service on the e-Albania portal, which will enable entities to submit a request for the approval of the change of surfaces and the reduction in volume from the national forest fund or their expansion.

- » Application for the change of areas and reduction in volume from the national forest fund or their expansion.

## D. STATISTICS REGARDING THE TIME AND FINANCIAL SAVINGS FOR BUSINESSES FROM THE DIGITALISED PROVISION OF THESE SERVICES.

The impact that the provision of electronic services has had on businesses has been translated into a reduction in the costs of receiving services, easing bureaucratic procedures, reducing the time to receive services, but also improving the transparency and quality of service provision. The digitisation and generation of their documents with an electronic seal through e-Albania has made it possible to provide them free of charge. According to NAIS estimates, businesses have been saved:

- » over 333 years of waiting in lines to receive state documents with an electronic seal;
- » about 3 million Euros from the removal of fees for these documents that are already offered free
- » payment;
- » about 22 million Euros in working time costs only from the real-time download of documents with an electronic stamp, without counting here the operating expenses that are thought to bring the savings for businesses to several hundred million Euros.

From 2017 until now, more than 27 million documents with an electronic seal have been generated by citizens, entities and employees of the public administration, which translates into time and cost savings for citizens and businesses. During the year 2022, only on the e-Albania portal, a total of 6.7 million documents with an electronic stamp were generated by citizens and businesses. Only for the category of businesses, 1.1 million documents with an electronic stamp were generated.

# ANNEX II SECRETARIAT'S SURVEY RESULTS

## OBJECTIVE & METHODOLOGY



### OBJECTIVE

- Has the implementation of digital public transformation successfully enhanced the ease of conducting business within the country concerning the transparency, effectiveness, and responsibility of public entities towards the evolving demands of the private sector?



### METHODOLOGY

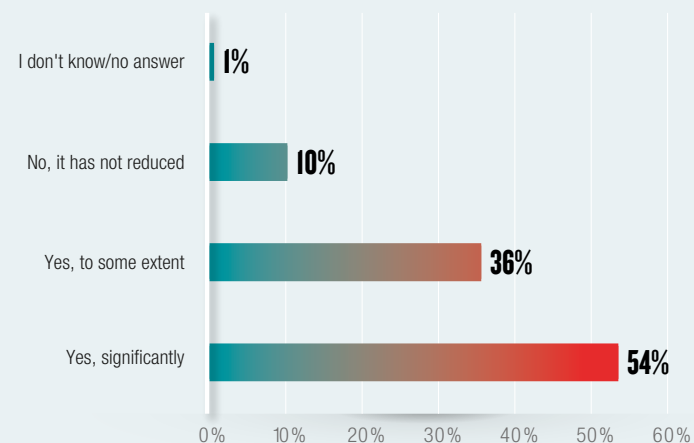
- Desk research
- Structured questionnaire sent online and completed anonymously by 324 businesses
- Meetings with relevant public institutions
- 3 Focus group meetings in collaboration with the National Business Center (NBC), Women's Economic Chamber, and independent experts with the participation of private sector representatives and experts from the National Agency for Information Society (NAIS)

## General Perception ADMINISTRATIVE BURDEN



Among businesses that believe the administrative burden has not been reduced, **79% are companies with an annual turnover of up to 14 million Lek** and engaged in service provision.

Has receiving public administrative services electronically reduced the administrative burden for your company?

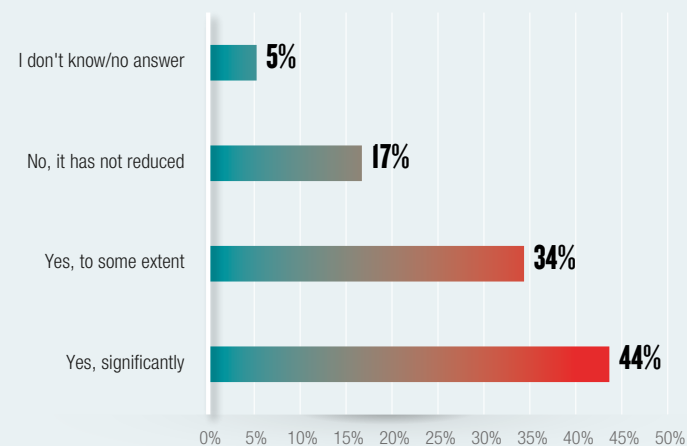


## General Perception CORRUPT PRACTICES



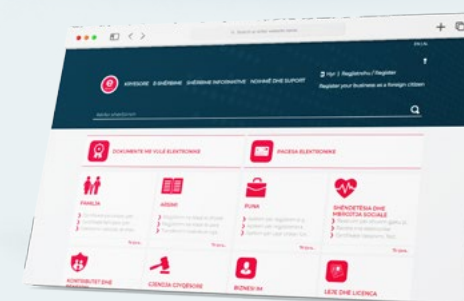
Among businesses that believe corrupt practices have not been reduced, **72% are businesses engaged in service provision with an annual turnover of up to 14 million Lek.**

Receiving public services electronically (digitalized), has it reduced corrupt practices in relation to institutions?



## PRIVATE SECTOR EXPERIENCE USING PUBLIC ONLINE PLATFORMS

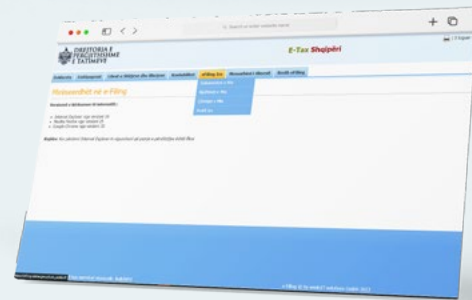
### Experience with the E-ALBANIA platform



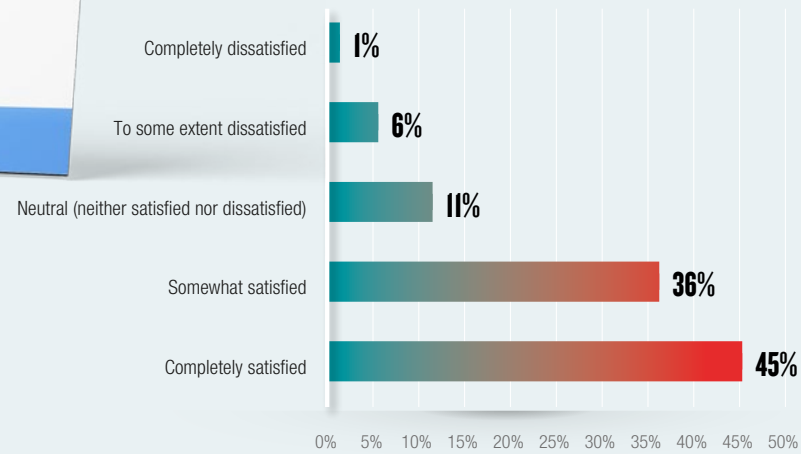
Reflecting on your recent visits, how satisfied were you with the whole experience (e-albania)?



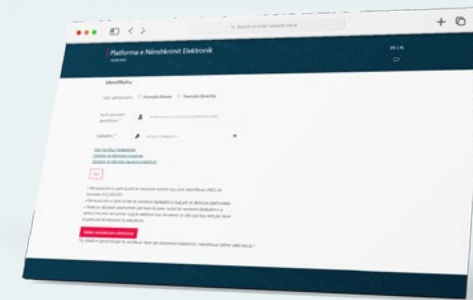
### Experience with the E-TAX platform



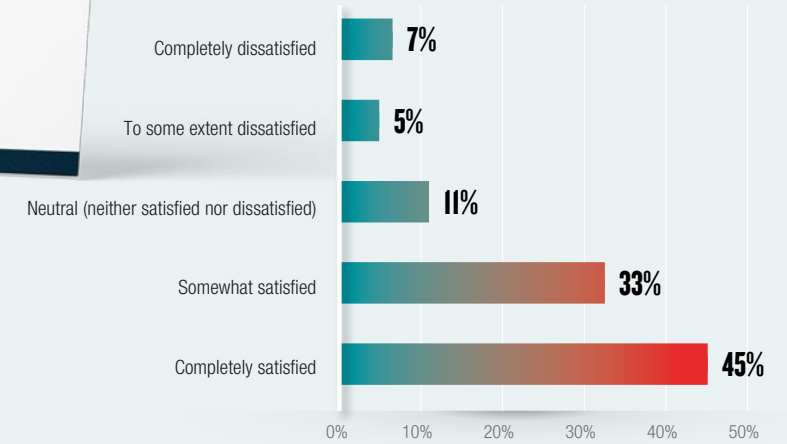
Reflecting on your recent visits, how satisfied were you with the whole experience (e-tax)?



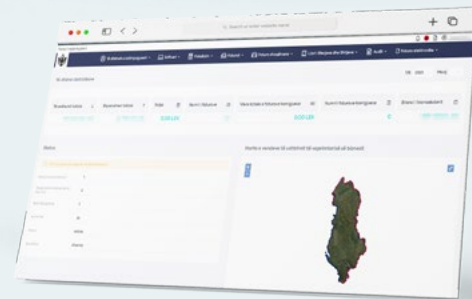
### Experience with the ELECTRONIC SIGNATURE platform



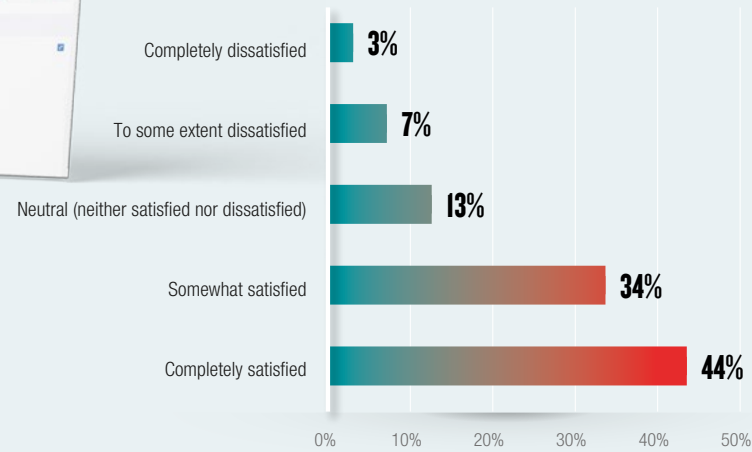
Reflecting on your recent visits, how satisfied were you with the whole experience (e-sign)?



### Experience with the E-FISCALIZATION platform

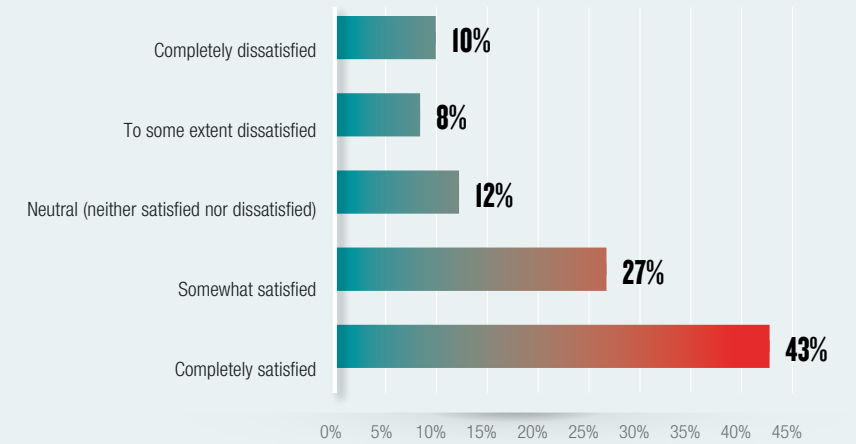


Reflecting on your recent visits, how satisfied were you with the whole experience (e-fiscalization)?



### Experience with the LOCAL GOVERNMENTS platform

Reflecting on your recent visits, how satisfied were you with the whole experience?





# EVALUATION ON THE E-ALBANIA PLATFORM

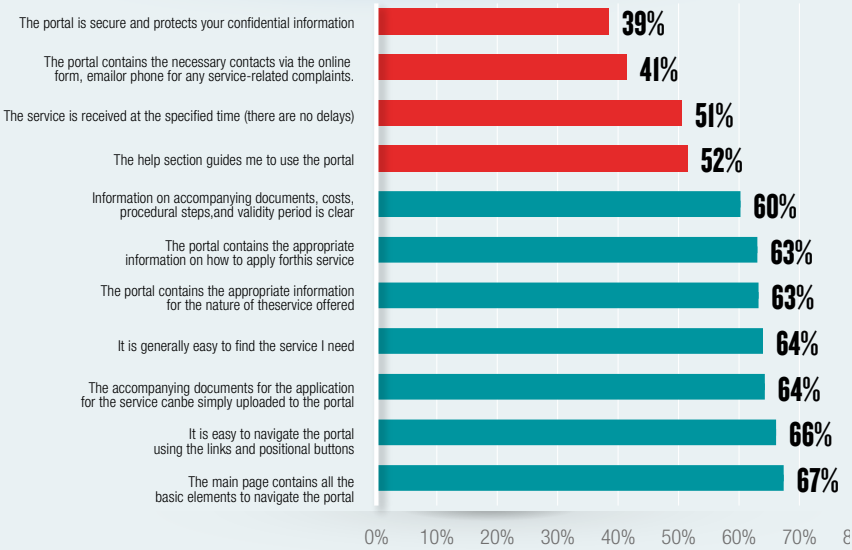
## Evaluation on the E-ALBANIA platform



The elements with the lowest ratings on the portal include:

- 1. Data **security**
- 2. **Appeal** procedure
- 3. Service delivery **delays**
- 4. **Assistance** during service acquisition -delayed responses, and challenges in interacting with institutions.

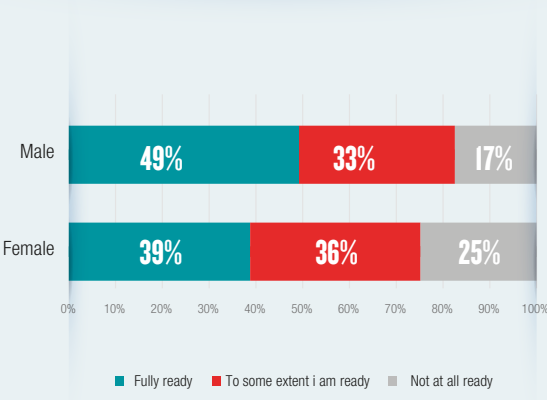
Evaluation of aspects related to navigation on the e-Albania platform



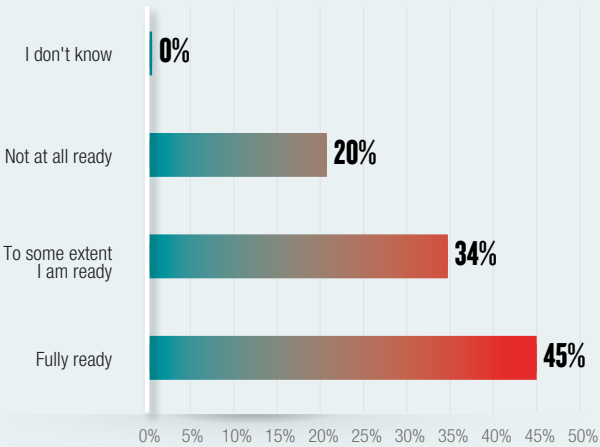
## FOR IMPROVING THE QUALITY OF DIGITAL PUBLIC SERVICES TO BUSINESSES

### ONLINE PAYMENT For electronic services

How ready are you to use online payment for public services that can be offered as an option on online platforms?

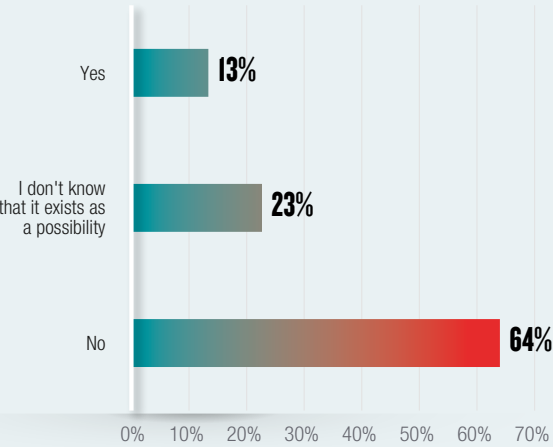


How ready are you to use online payment for public services that can be offered as an option on online platforms?

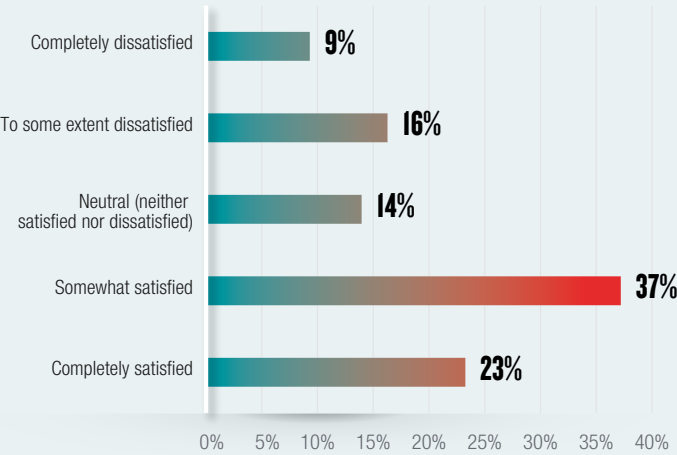


### TELEPHONE ASSISTANCE Information Center for public services

Have you used the telephone service at the green number 0800 0118 - Information center for public services for questions/ambiguities/information/etc.?



How satisfied are you with the service received?

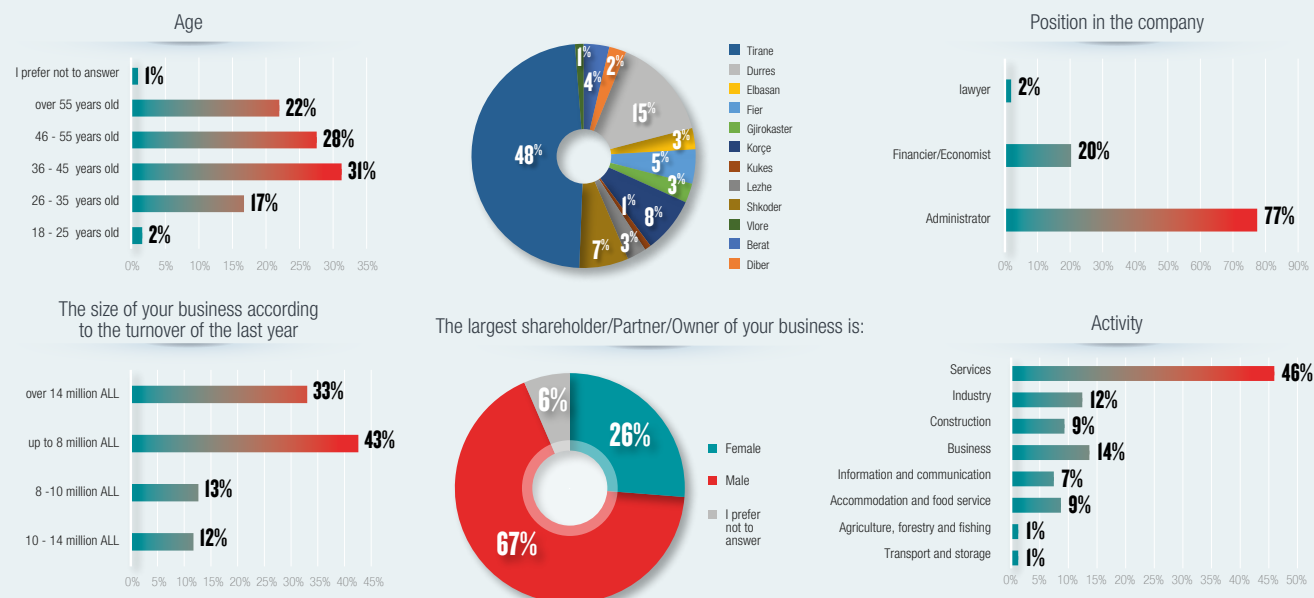




## CONCLUSIONS

1. The business expresses overall contentment with the delivery of electronic public services, which have **contributed to diminishing administrative burdens and corrupt practices** by minimizing the need for in-person interactions with government authorities.
2. There is a lack of digitization at the local level, **whose electronic services are considered at a basic level by the enterprise.**
3. While e-Albania is appraised for its user-friendly accessibility, the platform's **most challenging aspects during usage are identified as follows: (1) Security concerns, (2) Handling complaints, (3) Timely service delivery, (4) Support assistance.**
4. The State Cadastre Agency is perceived as **the institution posing the most challenges concerning the utilization of online services** (via the e-Albania platform) and the assistance rendered during service acquisition.
5. The enterprise is open to utilizing online payments for accessing electronic services, **but the concern of data security remains an obstacle.**
6. While endorsing the availability of online services, the enterprise also necessitates the reopening of physical service points. **This need arises due to either the inability to utilize online platforms or the absence of institutional assistance.**

## SAMPLE PROFILE



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- » <https://NAIS.gov.al>

## ABOUT INVESTMENT COUNCIL IN ALBANIA

The Investment Council facilitates the development of mutual trust between the business community and the government in Albania and contributes to an incremental institutionalization of effective policy dialogue. It contributes to the national reform and economic transition process by enhancing institutions, laws and policies that promote market functioning and efficiency.

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