ONE STOP SHOP – MANAGEMENT INFORMATION SYSTEM

CONCLUSIONS AND RECOMMENDATIONS

Prepared by Communication Progress, October 2015
Table of Contents

TABLE OF CONTENTS.................................................................................................................................................. 2
LIST OF FIGURES.............................................................................................................................................................. 3
ACKNOWLEDGEMENTS....................................................................................................................................................... 4
ACRONYMS AND ABBREVIATIONS................................................................................................................................. 5
PREFACE.............................................................................................................................................................................. 7
INTRODUCTION..................................................................................................................................................................... 8
ASSESSMENT OF CURRENT STATE AND OSS-MIS EXPECTATIONS.............................................................................. 9
OSS-MIS MODEL AND SYSTEM ......................................................................................................................................... 11
  FUNCTIONING PRINCIPLES............................................................................................................................................. 12
  FUNCTIONAL MODULES.................................................................................................................................................. 13
DIGITALIZED SERVICES IN VERSION 1.0.......................................................................................................................... 16
  REQUESTS – COMPLAINTS............................................................................................................................................... 16
  LOCAL TAX AND DUTIES............................................................................................................................................... 16
  URBAN PLANNING........................................................................................................................................................ 17
  CIVIL STATUS.............................................................................................................................................................. 17
  HOUSING..................................................................................................................................................................... 17
OFFICES ORGANIZATION IN LGU FOR THE UTILIZATION OF THE OSS-MIS SYSTEM.................................................. 18
ICT REQUIREMENTS............................................................................................................................................................. 19
IMPLEMENTATION METHODOLOGY............................................................................................................................... 20
RECOMMENDATIONS FOR FURTHER DEVELOPMENT OF OSS-MIS.............................................................................. 22
CONCLUSIONS...................................................................................................................................................................... 24
  CONSISTENT SUPPORT OF KEY INTEREST STAKEHOLDERS....................................................................................... 24
  THE CONCEPTION OF A FULL, INTEGRATED AND CONTINUOUS MODEL................................................................. 24
  STANDARDIZATION OF PRACTICES FOR THE OFFERING OF SERVICES................................................................. 24
  PROMOTION OF OPEN TECHNOLOGY WITH AN AFFORDABLE COSTS................................................................. 24
  THE PARTICIPATION AND AWARENESS OF LGU.................................................................................................... 26
  SELECTION OF IMPLEMENTING COMPANIES........................................................................................................... 26
ANNEX.................................................................................................................................................................................... 27
List of Figures

Figure 1: OSS-MIS model diagram ................................................................. 11
Figure 2: Main page of OSS-MIS ......................................................................... 16
Figure 3: Ideas for further development of the model ........................................ 22
Figure 4: Service Workflow ................................................................................. 28
Figure 5: Application form .................................................................................. 29
Figure 6: Construction Permit ............................................................................. 30
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- STAR Project,
- UNDP Albania,
- Colleagues and collaborators of Communication Progress,

This model is the result of several months of analyzing the process of provision of municipal services towards citizens in four local governmental units. For this reason we thank the principals and the staff of the local government units of Elbasan, Bradashesh, Durres, Ishem, for participating in this study. An important contribution for the construction of the model was given by the experts of the local government units.

The findings and recommendations of this study, have been continuously consulted also with other actors that support the local governance in Albania, who, with their special recommendations have helped in the construction of this model.

We also thank the foreign legal consultants that helped the team of Communication Progress, in the standardization of the processes and all the documents produced by the system.
Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>The administrator of the administrative unit</td>
<td>The administrator of the administrative unit is the competent organ of the state for scrutiny and identification of administrative infringements/violations, defined by acts of the municipality's council, under the assigned territorial jurisdiction.</td>
</tr>
<tr>
<td>NAIS</td>
<td>National Agency of Information Society</td>
</tr>
<tr>
<td>Administrative Unit (AU)</td>
<td>The administrative unit is the local governance unit, as defined in the law no. 115/2014, dated 31.07.2014.</td>
</tr>
<tr>
<td>Applicant</td>
<td>Applicants are all the subjects that apply for the reception of the service, near local units, and also benefit from the service.</td>
</tr>
<tr>
<td>ATM</td>
<td>Automated teller machine.</td>
</tr>
<tr>
<td>AZRT</td>
<td>Enforcement Agency of Territorial Reform</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer Relationship Management.</td>
</tr>
<tr>
<td>Elaboration of Data</td>
<td>Elaboration of Data means all the actions that have to do with receiving, controlling, elaboration and transmission of personal data and information or other data.</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>LGU</td>
<td>Local Government Unit</td>
</tr>
<tr>
<td>Mayor/Principal</td>
<td>The mayor of the municipality</td>
</tr>
<tr>
<td>Municipality</td>
<td>The Municipality is a base unit of the local governance. It represents an administrative-territorial unity and union of residents, according to the definition under the law no. 8652, dated 31.07.2000(amended)</td>
</tr>
<tr>
<td>National Database</td>
<td>National database means the organized collection of the information, saved in an electronic format, whose elaboration and update are carried out via a computer/software system, as part of the completion of the legal liabilities/obligations, of the administrative institution.</td>
</tr>
<tr>
<td>NCR</td>
<td>National Centre of Business Registration.</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
</tr>
<tr>
<td>NID</td>
<td>The identification number of the ID card.</td>
</tr>
<tr>
<td>NRC</td>
<td>National Register of Civils</td>
</tr>
<tr>
<td>NUIS</td>
<td>The identification number of the taxable person.</td>
</tr>
<tr>
<td>OSS-MIS v1.0</td>
<td>One stop shop electronic office system, version 1.0</td>
</tr>
<tr>
<td>Personal Data</td>
<td>Personal Data are the defined data under the law No. 9887, dated 10.03.2008.</td>
</tr>
<tr>
<td>Primary Data</td>
<td>Primary Data of a state database are specific information, collected by the Management Authority, in accordance with the act of creation, according to Law No. 10 325, dated 23/09/2010</td>
</tr>
<tr>
<td>Secondary Data</td>
<td>Secondary Data are the data taken from another database, where these databases are primary.</td>
</tr>
<tr>
<td>STAR Project</td>
<td>Technical assistance project that will support all the steps of the new administrative-territorial reform.</td>
</tr>
<tr>
<td>Users of OSS-MIS system</td>
<td>The users of the system are always subjects and interested parties for the access of OSS-MIS database.</td>
</tr>
</tbody>
</table>
Workflow

Workflow is a series of predetermined steps, actions and processes, under which will pass a service from the beginning to the completion, in the electronic system of the one stop shop office.
Preface

The concept of the Territorial Reform of 2014 aims to grow local services’ efficiency through administrative-territorial cost reduction on clear criteria, and intends to increase LGU-s efficiency for the realization of these objectives while providing better services towards the community.

The Territorial Reform matured the conditions of the citizen’s experience and interaction with the local units, to gradually offer them “the rights” and “the privileges” of a client, served on time, precisely through contemporary technology. In the light of these multi-dimensional changes, the centralized and standardized information systems, which modernize the interaction with the citizen and ease the offering of such services by the local units, play a crucial role.

We are making reference to the information systems that implement one stop shop offices, where the citizen stops in on single place:

1. To get information about a service, from a standardized services list
2. To authenticate
3. To start a service request
4. To follow its development, and also
5. To benefit the result of this service.

This office could be structured as a single stop in a physical traditional form, having multiple counters within the premises of LGU-s, equipped with all the necessary technological devices, while at the same time, virtual and modern, thus a web portal, easily browsed and used in quite an independent way by the citizen, via a computer or a smartphone.

On the other side, these information systems turn into “electronic working tables” for the employees and directors of LGU-s, where service requests and corresponding documents are well –organized during their lifetime; rules and regulations; laws and operational manuals easily accessible and the applicants’ data, individuals or businesses, updated in real time due to the real-time integration of such information systems with central government national databases. After all, the performance of each employee and also of the unit itself, is measurable by quantity and quality indicators for the services offered, feeding and supporting the LGU-s strategy for further improvement of service level towards citizens and businesses.

The stakeholders have combined the needs of LGU-s, citizens, territorial reform results and information technology components in a model-concept called OSS-MIS v1.0 (One-Stop-Shop Management Information System version 1.0) The main goal of this summary is to share with the interested audience the experience of developing this model and recommendations for its further development, especially from the point of view of the company responsible of realizing the project.

WORKING GROUP
COMMUNICATION PROGRESS SHPK
Introduction

After the approval of the law No. 115/2014, for the administrative-territorial division of local governance units in the Republic of Albania, which reorganized the local governance units, centering functions at the municipality level, a better service is needed to be guaranteed for the citizens, despite their geographical distance from the new municipalities. On the other hand, based on initiatives in the private sector and the developments by the central government for the digitalization of public processes, the expectations of Albanian citizens are for the digitalization and optimization of services, also for LGU-s, as well as for the diversification of physical and electronic channels of interaction.

As an answer to these expectations, the above mentioned STAR project for the Minister of State for Local Government, in collaboration with UNPD Albania, in May 2015 launched the project for designing and implementing of the electronic one stop shop office, OSS-MISS v1.0, at two of the biggest municipalities in Albania, Durres and Elbasan.

The construction of OSS-MISS system comes as a result of several months of studying and analyzing on site the service delivery process towards citizens and subjects in the LGU-s: municipalities and administrative units. The findings and recommendations of this study have been constantly discussed and reviewed with the above mentioned actors and also with consultants or other experts, inside and outside the country, people who have a good understanding of local governance practices in Albania through the years.
Assessment of current state and OSS-MIS Expectations

Due to assessments and studies carried out on site, the offering of services in municipalities is often faced with various problematic issues. Lack of information and wandering of citizens in some offices leads to long queues and delays in receiving the appropriate response.

Moreover, different services are being offered and processed in different ways from unit to unit and there is also a notable difference between offices of the same unit, thus the standardization of practices for the processing of services and preparation of responses to applicants is missing. Lack of clear indicators for performance assessment regarding the quality of services delivered by each LGU often leads to unclear responsibilities and it becomes difficult to identify opportunities and rooms for improvement in the chain of service delivery by LGU-s. Documents and application forms produced by the Local Government Units for similar purposes often have different layouts and contents and sometimes have judicial or linguistic inaccurateness. These findings introduce the immediate need for the re-engineering of services, a need which is also boosted by related other important factors, such as:

- The administrative-territorial reform restructures competences of new municipalities.
- Details on the functioning of new Local Government Units are still to be defined.
- There exists some ambiguity regarding separation of are offered by local and central government.
- There are only a few Local Government Units operating according to the principles of a one stop shop office, offering unified services through one single office and guaranteeing the optimization of internal functions and administrative processes.

The integrated model of the information management system for the one stop shop office (OSS-MIS), handles the above mentioned concerns as well as improves the quality of services offered by LGUs in Albania, especially with the presentation of WEB, as a channel to bring closer the beneficiaries to the services and also as a technological tool for citizens self-service, enabling them to submit the request for a service and get the final response.

To pilot the OSS-MIS, following a well-elaborated methodology, nine services were selected to be digitalized, related to primary functions of the LGU-s, such as public and urban transport, urban and regional planning, local tax and duties, management of public space, social services and housing.

Re-engineering of these selected services and the compilation of standard workflows for each service consisted in:

- Service codification and description
- Consultation of legal basis and regulatory support.
- Identification of national databases or local ones with which will be exchanged the information in the process
- Standard workflow (steps of work) services design
- Compiling of standardized request and response forms

A re-engineered service is shown in the annex of this summary.
The integrated model of the information management system for the one stop shop office (OSS-MIS), built according to the re-engineered services shall serve as:

- Key interaction interface between citizens and municipalities for the local services. This interface will serve as a gateway for all service requests that are generated by different access channels such as: counters in municipalities and LGUs, municipality web portal, Mobile Apps that interact with the municipality, other informatics systems etc., thus operating according the principle of the one stop shop electronic office.
- Primary database for saving every data of the offered service practices to citizens and subjects. This database will need to be fed by third systems of the central governments or municipalities’ data.
- Shared work and information environment for employees involved directly or indirectly in the offering of services.

The implementation of the first version of OSS-MIS represents further opportunities for its development and growth to more advanced versions, focusing on the following directions:

- Electronic identification of citizens, businesses through ID card usage.
- Digital signing of documents, currently made possible by the law and technology.
- Data interconnection between different databases of the municipality in real time.
- Mobility: Apply everywhere, receive the response everywhere inside the territory of the municipality.
- Real time data exchange with the central government systems though AKSHI.
- Offering of some physical and electronic channels (such as: a mobile application, webpage) for citizens’ concerns reporting, which are integrated in the one stop shop electronic office.
- Level of transparency growth towards the beneficiaries of services (citizens, subjects) and their encouragement to receive services in an electronic way.
OSS-MIS model and system

This model offers LGUs the possibility to transform the services of traditional files and folders, into documented electronic practices, and where all the documentation and electronic communication between LGUs and clients for the service or for the requested information is stored.

The one stop shop electronic office will be accessed through the web and will function through these main links: 1) Counter offices of the municipalities and LGUs register the service request, which is assigned a unique number by the system; 2) The responsible offices for the handling of the service request follow and manage it through the system; 3) The system interacts with other systems (e.g. RGJC, QKR) to receive primary data for processing the service; 4) The applicant follows the progress of the service through the web interface, integrated in real time with the one stop shop office system.

The system is based on open source code platforms (no license). The main programming language used is Python, a language also used by Google for Apps. The database is PostgreSQL, no license. OSS-MIS is completely based on the web, it can be installed anywhere and used anywhere, through the internet. IT offers maximum data, coding and usage security. OSS-MIS, due to the high flexibility it offers for adaptation, offers to its users the maximum autonomy.
FUNCTIONING PRINCIPLES

The main principles on which the functioning of OSS-MIS relies on are:

- **Compiling and protection of personal data;** The reporter and/or the authorized user of the data, is forbidden to take, compile and use the information and the declared data, to offer or advertise them for other profit reasons.
- **Quick elaboration of information and minimization of submitted documents, with the aim of offering the service to the applicant in the shortest time possible;** The system makes possible the quick elaboration of information, interaction with other systems and avoidance of submitting in person of a series of documents.
- **The database contains only information needed for the purposes of the system, thus the handling of the service practices;** Any information/data collected by the information source, are conditioned to the system purpose and service practices offered by it.
- **Information in the databases is accessed through the well-defined (workflows) processes that allow partial access of data in different stages of the process;** The system is built on well-defined processes, based on the rights enjoyed by any user, for the use and access of data.
- **The service practice code serves as a unique primary code for the interconnection of information in the system.** The system offers through the web portal the following of the status for the requests made by the applicants. The code serves also for the generation of statistical reports by the system.
- **The connection of the service with other services, interaction with state databases.** The system enables the interaction between different services inside of it, or other existing services in cooperating institutions. This combination is possible also during the processing of different services, verification of data. The primary data for the creation of businesses and citizens registry will have the possibility to be imported from the interaction with other systems.
- **Personal data are correct and updated.** The modification of data that comes from other interfacing systems of the local government is not allowed. The interaction with state databases collects information according to the required service. The system does not allow the modification of this data.
- **Track keeping for every action.** The auditor of the system will have the option to manage the system logs. The system offers monitoring option for each action done on it, in the form of logs. Logs can be accessed and different monitoring information can be drawn from it, filtered according to the user, data and actions performed on the system.
- **Clear definition of roles and rights.** The system enables rights to the user roles, where a user can have more than one role. Any user of the system registers his data referring to the generalities, work position and respective office. This data is stored and saved in order to verify and monitor the work of every user of the system. The users of the system are identified with username/password, as well as in the respective office. Depending on the office and hierarchy within it, they will be attributed also rights on services or modules inside the system.
- **Integration opportunity according to necessary requirements.** The system is flexible, open to future integrations with state databases and in accordance with interfacing standards.
- **Generation of reports and different statistics.** The system offers a space for the generation of statistical reports on the frequency of services in different periods of time.
- **Actions not taken by the OSS-MIS system.** The OSS-MIS system represents the main workflow platform for the municipality employees that take part in the services offered, by saving and identifying each step and process done by the different users. The OSS-MIS system does not operate automatically:
  - Assessment on applying citizens and businesses.
  - Calculation of taxes or other related assessments on taxes.
  - Decisions on services required by applicants.
  - Changes to the data declared or imported from interactive systems.
FUNCTIONAL MODULES

Services’ practices module

Every service shall have a certain form (which will comply with the items in the respective application form for each service). The information office specialist fills the application service form and prints it. In addition to the fields in each form will also be present the status of the revised request. The interacting systems (QKR, RGJC) will come in hand in completing the form. The form is handed over to the citizen to be therefore signed. The form is being scanned and uploaded in the required system. Then, the office that will be appointed for further procedures will be entitled to carry the related services out. The service is always referred to a particular applicant. The applicant receives the answer in the form of a document generated by the system.

Registering the citizen/subject module (CRM)

In the case of an applicant/individual, the data that the system will save in the CRM system shall be as follows:

- Type of applicant: Individual/Business, Name, Father’s name, Surname, Personal Number, Quarter, Street, Apartment Building, Email, Cell phone/fixed line, Civil status, identification number (number to be used to trace the status of required service), Date of application, state of housing (owns a property or not, details). Family status (identification of family members, age, sex, employment), other electronically enclosed documentation.

In the case of applicants/business entities, the data to be saved in the system is as follows:

- NIPT, Name being Registered, Administrator, Personal card Number, Volume of Business activity, Judicial form, Status, Date of registration, date of De-registration, Type of activity, Address of seat, Contacts of the Administrator, Location, telephone, Documents attached.

A lot of the items of the CRM module shall be uploaded by other interactive systems. Other data may be added depending on the service. This module gives a full status of the data of the taxpayer and the history of interaction with him.

Integration with third systems module

During the process of recording new applicants (citizens or subjects), through integration with “ESB – Government Gateway” and call to web available services to this ESB, the automatic uploading of data is enabled by other Government systems as DPGJC, QKR and other ones depending on selected services for digitalization.

In addition the one stop shop electronic office will need to communicate bilaterally, in real time, through web services, with the web portal of the municipality, mobile application of the municipality as well as other systems of the central government.

Module of electronic documents

Each service will have attached its respective documents, related to the applicant. The system needs a directory where documents can be searched based on services and applicants. The documents module
enables the management and reuse of them for different services. Every uploaded document in pdf, doc or other format in the system is saved encrypted in the database, and not in the server partitions where it will be set up.

**Users and rights module**

The users of the system are selected based on the usage rights that are given by the technical administrator of the system. The system has flexible rights on the users in the interface, where addition/removal of rights can be done. The system enables rights based on roles, where a user can have more than one role.

Users at municipality/administrative level:

- Receiving office (at user, specialist/director level).
- Housing office (at user, specialist/director level).
- Tax and duties office (at user, specialist/director level).
- Other offices (at user, specialist/director level).
- Municipality Council.
- The Mayor’s office (secretary/principal).
- Auditor (audits the logs and actions happening in the system without the right to make modifications).
- Delegated; In this group will be part all the users that hold the right to print output documents. Delegation of rights from the Mayor of the Municipality to the Administrator of Administrative Unit will be done with the assistance of the system’s administrator.
- Technical administrator (at configuration and administrative level of users).

**Traces (logs) and security module**

After the maturity period of OSS-MIS, the major part of functionalities can be achieved with parametrizations and configurations. Parametrizations and configurations, need to be realized from the user interface of the system’s administrator and not with changes of the code or database. The application supports known standards and protocols that can integrate with other applications, e-mail server for sending notifications and with the active directorate of LGUs.

The system is highly flexible, to enable extra configurations and easily add other functionalities or reports according to LGUs preferences, in order to meet the needs of the institution at any given time.

OSS-MIS offers a helpdesk module, where the users will have the option to register the problems and support requests during their work. The requests can be prioritized, administrated and selected by the system’s administrator.

**Statistical reports module**

Facilities and multiple search options for every information in the one stop shop electronic office are offered. The search should have the functions of filtering and grouping.

- Filtering;
- Grouping, recursive method;
- The option that the number of results displayed during a search is configurable;
- Advanced search with combination of conditions depending on different fields.

The system offers space for the generation of statistical reports in the system, such as:
- Most requested services.
- Beneficiaries of the service.
- Services according to the offices.
- Complaints.
- Performance reports.
- Timely assessment for the services.

Web interface for tracing

The system, through the web service, offers the option to follow the status of requests made by applicants, through the use of a unique code of the requested practice and NIPT, with the perspective that the web application will also offer the possibility to register online requests.
Digitalized services in version 1.0

In version 1.0 the system offers nine services, which are categorized according to the offices that will examine these services.

![Main page of OSS-MIS](Image)

**Figure 2: Main page of OSS-MIS**

After the log in the system, the services category menus will be shown as well as the menus for system's modules.

**REQUESTS – COMPLAINTS**

Two services are included in this category:

- **Questions / Answers** – a service which is useful to the applicant, for receiving different information, which are part of the existing services.

- **Complaints** – a service that helps the applicants complain about a service previously performed, or filing a new claim.

**LOCAL TAX AND DUTIES**

Services included in this category:

- **Business registration** – A new business request to be registered in the taxpayers’ registry of the local unit and be assessed for its local tax and duties fees.

- **Assessment of local tax and duties fees** – is a service that starts when the citizen applies in the Information Office to take an assessment on his or for his business local tax and duties fees.
Pay off certificate of local tax and duties – is a service that starts when the citizen applies in the Information Office in order to receive information if he has / has not paid off local tax and duties.

**URBAN PLANNING**

This category includes:

Permission to utilize public spaces – is a service that starts when the citizen applies in the Information Office to receive a permit for the utilization of unoccupied public spaces.

**CIVIL STATUS**

This category includes:

Specification of residential address – A new application starts in the moment when the citizen applies in the Information Office to receive a certificate for the specification of the residential address.

**HOUSING**

This category includes two services:

- Rented social housing
- Low cost social housing

Both services are connected to housing and the opportunity to have a low cost or rent housing.

The system has been conceived such as that in a second moment, the list of services can grow, relating to the frequency of requests for each service.
Offices organization in LGU for the utilization of the OSS-MIS system

Aiming to offer direct services to citizens, in the administrative units where OSS-MIS has been implemented, the following structure is implemented:

**Information Office** – the receiving office where the services are offered for the citizens. The office will offer guidance, information and assessment of requests to be delegated to other offices. This stage summarizes the workflow, that have to do with the communication with the citizen, including the receiving of the request of the citizen or application for service and response or results of the service that can be in the form of an answer of a valuable document as for example a certificate, permit etc.

**Office for processing the requests** – the various directories that will handle the elaboration and assessment of the response. The processing of the request starts by taking for granted that the applicant’s claim is already complete with the supporting documentation for the required service. This group will also include other actions that may need specialized verifications in the site by employers of the municipality, in order to prepare the service’s results.

**Protocol / Archive Office** – Documents and requests are protocoled by the protocol office with the help of the Archive-Protocol system. In the protocol process moment, as a result of interaction of systems, documents will be specified as protocoled and the protocol number will be shown / (fraction of the protocol number) in their naming. The link that takes to the electronic document will be attached to the document.

**The principal’s office** – depending on the request’s type, according to the internal regulation of the municipality, the services requiring the principal’s approval will first pass for approval from this office.

In the case of the administrator of the administrative unit, the system has the option to delegate the signature and other attributes. The Mayor / Principal delegates the right to sign to all the system users that hold the rights to print (output) documents. This delegation is made possible by the system administrator, distributing the roles. After the request has been approved by the Mayor, the applicant is given the chance to receive the required service in every receiving office of the municipality/administrative unit of his city. In this moment, all the individuals have the right to print the output and are part of the group (with delegated rights) that can print the output document and sign it for the citizen. The system keeps record of the users and their delegated rights. In this way, every citizen, regardless of being part of the unit or municipality, has the right to receive the required service everywhere.
ICT Requirements

Investment for securing a TIK infrastructure according to expected standards are needed for the installation and operation of OSS-MIS system for the piloting municipalities and administrative units.

The following table is considered a preliminary inventory of this infrastructure’s components.

<table>
<thead>
<tr>
<th>In the Municipality</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Server for OSS-MIS system hosting and platform visualization</td>
<td>2</td>
</tr>
<tr>
<td>Central Storage</td>
<td>1</td>
</tr>
<tr>
<td>Backup device</td>
<td>1</td>
</tr>
<tr>
<td>Core network devices</td>
<td>1</td>
</tr>
<tr>
<td>UPS in the server room</td>
<td>1</td>
</tr>
<tr>
<td>Cabinet of devices and accessories</td>
<td>1</td>
</tr>
<tr>
<td>VPN server and Firewall/UTM/IPS</td>
<td>1</td>
</tr>
<tr>
<td>Desktop PC for service counters</td>
<td>20</td>
</tr>
<tr>
<td>UPS in the service lobby</td>
<td>20</td>
</tr>
<tr>
<td>Secure access network in the service lobby</td>
<td>1</td>
</tr>
<tr>
<td>Multifunctional Devices (Scanner/printer/photocopier) A4 windows counters</td>
<td>20</td>
</tr>
<tr>
<td>Intranet access</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In each Administrative Unit</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Desktop PC for counters</td>
<td>2</td>
</tr>
<tr>
<td>UPC in the service lobby</td>
<td>2</td>
</tr>
<tr>
<td>Secure access network in the service lobby</td>
<td>2</td>
</tr>
<tr>
<td>Multifunctional Devices A4 for the service lobby</td>
<td>2</td>
</tr>
<tr>
<td>Intranet access</td>
<td>1</td>
</tr>
</tbody>
</table>
Implementation methodology

The main stages in which the project has gone through and specific duties for each stage are listed below.

**Start up and planning of the project**

- Setting up working groups from both parties and election of project managers (PM).
- Planning of human resources and materials needed for the realization of the project by each party.
- Decision making on selected services for digitalization.
- Selection of piloting municipalities.

**Analysis of services and their re-engineering**

- Study of existing practices in the piloting LGUs for offering the selected services and processing of reports on field findings and presentation to the working group of STAR.
- Study of supporting legal basis for every service and processing of judicial opinions for the compliance of practices with the legal basis and their presentation to STAR working group.
- Identification of spaces for the re-engineering of each service and presentation to STAR working group.
- Preparation of schedules and standard forms for each service.
- Schematic presentation of (workflow) work processes through which each service and their documentation goes.

**System architecture and technical administration**

- In cooperation with STAR, the existing infrastructure has been carefully taken into consideration, hardware and software needs and supporting infrastructure for test and live environments, as well as for backup functions.
- Technical specifications for interfacing with third systems.
- OSS-MIS technical and logical architecture has been designed.
- Lists and specifications on hardware devices and software licenses have been identified in details.
- Technical environments for development, testing and live of the one stop shop office have been prepared.

**System development and programming**

- Programming of the electronic system for one stop shop office in accordance with the schedules and standardized forms, by respecting the best practices in the construction of electronic systems and all their components such as: databases, informatics systems, system interface etc.

**Testing plan and technical tests**
The testing plan holds detailed testing scenarios, as well as selecting the testers, the activity for the testing, criteria of approval and take over.

The testing plan had started and was developed in parallel with OSS-MIS programming.

Meanwhile, by the end of stage completion of the informatics system, Communication Progress carried out the technical testing of the system, as a separate activity from the system construction.

**Training of users and drafting of usage procedures**

- The training needs and its supporting materials are identified.
- Training for end users and technical administrators of the system were organized.
- The Instruction maintenance manuals of the system were submitted to STAR.

**Installment and take over.**

- The OSS-MIS was installed in the IT infrastructure of piloting municipalities.
- Executing of testing scenarios of UATs according the plan and results documentation.
- Correction of reported bugs.
- Creating user profiles.
- Go-Live (Work placement).

**System stabilization after work placement**

- Preventive maintenance through controls and logs auditing.
- Intervention to solve problems.
- Consultancy for further improvement of OSS-MIS

**Other**

- Presentation of the system to the interested parties, with the request of the Municipality.
Recommendations for further development of OSS-MIS

The following recommendations describe the characteristics of the computer system that can be part of the system in a second phase. These functionalities have been discussed and have a wide range of application.

Figure 3: Ideas for further development of the model

Application for services through the web portal

Through the web portal, services may be provided to the citizens without being it necessary to be physically present to the one stop-shop offices. The portal will guarantee that the applications for services will strictly follow the steps that have been pre-determined for the process earlier defined. Each applicant will have the possibility to open an account, where he can see and follow all his related actions, requested services, uploaded documents and necessary information. The application for services, the upload of necessary documents, and for the following of the applications status made possible by the portal. The advanced mobile technology will make possible the personalization of the following services:

- **Personalized push services** (the user will receive various notifications)
- **Point-to-point communication** (many of the user requests related to the requested documents etc.)
The administrator can request the client to update the online version of a specific document or that can be done also through mobile communication, whilst the client may request the status of its application etc.

**Digital signature**

In order for the service request to be submitted electronically, it is necessary for the software to enable the electronic signature of electronic documents produced by the employees of the municipality that will be trained for the service. Based on legal and sublegal acts on digital signature and on the Municipality Services Regulation which will guarantee the legal value of the actions committed by the municipality’s employees and the applicant.

**ID card scan, ATMs**

The system will enable the provision of services for citizens’ through the scanning of the ID card. The citizens can be identified with the identity card and digitally sign the requests and documents that will be attached as part of the application folder. The process of registration and application for services will be provided by an interface that can be accessed with a personal computer, ATM (electronic booths) or mobile ones.

The user can decide on how to login to the public service or information. On one side, logging in can be done home by the internet, service centers, ATMs distributed in populated areas, and on the other side the information, communication or part of a complex service can be achieved in motion independent from space and time. Equipment used in such cases are PDAs, cellphones, etc.

**Integration with other services**

Need of integration and communication with central systems come from the large number of documents requested for each process as well as for the reduction of time for the service. This will help reduce the time of the service processes and avoidance of bureaucratic delays.

**Payment of services**

Via the web portal, the applicants will have the opportunity to make online payments. Referring to the payment of taxes and local fees of services, the portal will facilitate fast online payments by collaborating with the banking system and OSS-MIS.
Conclusions

The design and successful implementation of OSS-MIS v1.0, its piloting in selected municipalities has been not such an easy task, with anticipated difficulties and unexpected ones, but it remains a success case in the digital agenda of Albania for the year 2015.

This experience can lead into knowing some good practices that helped in the successful realization of this project. We believe that the implementation of similar practices and future improvement will repeat this success for other cases and in bigger geographical dimensions.

CONSISTENT SUPPORT OF KEY INTEREST STAKEHOLDERS

This project has been closely followed by the STAR project with the Minister of State for Local Government and has been inaugurated in Ishem in month of June; 2015. These events are useful for the awareness of all involved and interested actors related to the importance of these projects for the modernization and quality improvement of offered services by the Local Government Units (NJQVs), by avoiding bureaucracy, delays and corruption.

Special support for this project has been given by AZRT, AKSHI.

THE CONCEPTION OF A FULL, INTEGRATED AND CONTINUOUS MODEL

This pilot version of OSS-MIS has been intentionally named OSS-MIS v1.0, to give way to future versions of it. The directions in which OSS-MIS can be developed are numerous and need their time, and some of them are part of this document. We believe it is vital to compile a unique strategy for the development in the coming years of OSS-MIS in order to guarantee continuity and to make sure that every change or improvement is in accordance with well-defined objectives, avoiding ad-hoc ideas that unfortunately can damage a structure that has been created with such professionalism such as the OSS-MIS v1.0.

STANDARDIZATION OF PRACTICES FOR THE OFFERING OF SERVICES

Even though the Local Government Units (NJQV) present individual specifications related to their geographical location, dimension, economic development, previous traditions, internal organization and other factors, we believe that a high percentage of practices for the offering of services to the citizens can be standardized by OSS-MIS, allowing the option of spaces and personalization according to each Unit’s specifications. On the other side, the implementation of the matured and tested OSS-MIS in the new municipalities will serve to the adoption of good practices by them at a convenient time.

PROMOTION OF OPEN TECHNOLOGY WITH AN AFFORDABLE COSTS

Following the successful piloting of the system, for nine digitalized services, in the municipalities of Durres, Elbasan and their respective administrative units, a comparative analysis between the applicative platforms is needed, with open source codes; chosen for this project, and the other platforms, commercial, upon which the informatics system can be created. The analysis should focus in the total costs of the
informatics system during its long-life cycle (TCO-Total Cost of Ownership) for each alternative and also serve as reference for the decision making process towards long-term maturity of OSS-MIS.

If these models are confronted with each other in the following dimensions, the advantages of an open source platform are obviously seen.

**Technical expertise**: In the implementation of every informatics system, it is preferable to select a team that master the implemented technology to the highest levels possible. Open source platforms are entirely transparent to programmers and pose no limitations or restrictions for their acknowledgment and mastery.

**Flexibility and transparence**: Open source code platforms; thus being under total control of the programmers, are consequently more flexible for the implementation of specific functionalities for clients. Sometimes, commercial platforms offer a particular interface (Application Programming Interface – API) for programmers that enables but conditions changes to be made to the platform.

**Security**: Passionate and volunteering massive groups of programmers, named communities, contribute altogether for open source code platforms. Open source code does not allow ‘hidden spaces’ that could breach its security.

**Innovation**: The programmers’ communities, thus being a large group and passionate about technology, continuously bring the most up-to-date novelties top platforms with open source code; meanwhile the adaptation of commercial platforms with new technologies is much slower.

**Standards**: Open source code platforms are created in full compliance with open standards for the integration of systems and data, and could even incite the generation of standards to integration.

**Dependence from the developer**: Open source code platforms give advantage to the client giving him freedom from the initial developer of the platform, thus maintain the contracting position of the client. Moreover; the client is the final owner of the product which is built on open source code platform, a practice which is impossible to achieve legally with closed source code products, which are used by the client by means of licensing.

**Interoperability**  Some commercial platforms are dependent on operative systems, other software, e.g. databases, or HW configurations. Meanwhile, open source code platforms offer maximum interoperability, are executed in operative systems such as Windows and Linux and interoperate with various types of databases, as long as they comply with open standards of interoperability.

**Support**: Open source code platforms allow the support and other services, such as training, to be offered to the client by companies that can respond to him in time. The closed source platform developers cannot offer the same quality of service, because they have limited staff, are geographically far away and the support procedures are sometimes bureaucratic.

**Tendencies** Tendencies are towards the combination of open source code with services offered by companies that administer them. Many software developers are responding to these tendencies and by opening the codes and strengthening the services offered, meanwhile other IT companies are commercializing services on existing open source platforms.

**Licensing** The business model for closed source code platforms is based on licensing, which consists on functional restrictions, of access, technical, time and legal for its use by the clients. Licenses can be offered according to various configurations and can be: license for the platform, for the databases, for users, for integration or other components, for development, for support etc.
THE PARTICIPATION AND AWARENESS OF LGU

The STAR project and its regional representatives have given a fundamental contribution in the coordination of project team and employees of local governmental units chosen for the testing, but there is still an obvious gap regarding the skills and necessary capacities for maximum use of the OSS-MIS model by municipality staff and the current level of these skills, in particular related to knowledge, use and maintenance of ICTs. To continually minimize this gap, awareness to the highest level decision-making officials of the municipalities is needed and continuous training of IT staff or of the system users. Compiling of regulatory acts that define the correct way of usage and maintenance of OSS-MIS by the local governmental unit (NJQVs) are also a necessity for its continuity.

SELECTION OF IMPLEMENTING COMPANIES

We believe that the selection of economic operators for the implementation of the OSS-MIS model should be handled in compliance with transparent and competitive criteria, to guarantee the selection of companies that offer the technical and organizational capacities for the successful implementation of future versions of OSS-MIS or its replication in other local governmental units (NJQVs). In addition to the experience in implementation of similar systems and maturity in the local market, these companies should be convincing for the application of processes and healthy standards, internally, that guarantee comprehensive and inclusive analysis of the project needs and especially re-engineering of services, design and informatics systems programming, as well as their maintenance after implementation.
### Annex

**Service Code**  SCF_006  Permit for utilization of public spaces.

<table>
<thead>
<tr>
<th>Service Code</th>
<th>SCF_006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of service</td>
<td>Permit for utilization of public spaces</td>
</tr>
<tr>
<td>Short description</td>
<td>The individual requests to be issued a permit for utilization of public spaces.</td>
</tr>
<tr>
<td>Function</td>
<td>Local governmental unit</td>
</tr>
<tr>
<td>Authority / Competence</td>
<td>Direct</td>
</tr>
<tr>
<td>Beneficiary</td>
<td>Individual / Business</td>
</tr>
<tr>
<td>The office in charge</td>
<td>Information office, Urban Planning Office, Tax and Duties Office, Mayor/Principal of Municipality.</td>
</tr>
<tr>
<td>Time reference</td>
<td>Law no. 119, dated 2014 “On the right to information”, article 15/1, the public authority examines the request and offers the required information no later than 10 days from the submission of the request. In the cases when the public authority receives the request and takes it to another authority, the answer arrives no later than 15 days from the arrival of the request.</td>
</tr>
<tr>
<td>Deadline for response</td>
<td>Not applicable.</td>
</tr>
<tr>
<td>Fee</td>
<td>Not applicable.</td>
</tr>
</tbody>
</table>
| Legal basis |  · Law No. 8652, dated 31.07.2000 “On the organization and functioning of Local Government”  
  · Law 8405, dated 17.09.1998 (amended)  
  · Law No. 119, dated 2014 “On the right of information”  
  · Law No. 9887, dated 10.03.2008, amended by Law No. 48/2012 “On the protection of personal data”  
  · Law 9154, dated 06.11.2003, “On Archives”. |
| Necessary documents (inputs) |  · Certificate of registration (NIPT) if the applicant is a physical person (data from the QKR system is generated)  
  · Certificate of ownership or notarized renting contract if the
<table>
<thead>
<tr>
<th></th>
<th>space for utilization of public spaces is close to commercial activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• The site plan of the area for which the permit for utilization is</td>
</tr>
<tr>
<td></td>
<td>requested.</td>
</tr>
<tr>
<td></td>
<td>• Copy of the identity card of the individual applying or of the</td>
</tr>
<tr>
<td></td>
<td>authorized person (data from Civil Registry system is generated)</td>
</tr>
</tbody>
</table>

**Documents created as a result of the service (outputs)**

|                                           | • The document certifying the right to utilization of public spaces     |
|                                           | (Permit) as well as the document of assessment of taxes for this permit |
|                                           | (Receipt/Invoice)                                                      |

**Integration with systems of other public entities**

|                                           | • Civil Registry Office                                                  |
|                                           | • Protocol and Archive System                                            |
|                                           | • Tax and Duties System                                                  |

**Other related services**

Not applicable.

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**Figure 4: Service Workflow**
**REPUBLICA E SHQIPËRISË**  
BASHKIA DURRËS

**FORMULAR APLIKIMI**  
Për shërbimin "LEJE PËR SHFRYTËZIMIN E HAPËSIRËS PUBLIKE"  

**KODI I KËRKESËS: 2015SCF00052**

Unë i nënhuqari Armand Muci, lindur më 22.08.1967 dhe banues në Durrës, me Nr. Personal M23456743K, me subjektin EST me NPIPT Z13223423M, kërkoj të pajisem me "Leje për Shfrytëzimin e Hapësirës Publike" me specifikimet si më poshtë:

1. Hapësira me sip. (m²)  
   | 250 |

2. Adresa  
   | Ali Demi |

3. Qëllimi  
   | Zenë e hapësires publike (meritorim truall per taushina) |

4. Kohëzgjatja nga  
   | Data/Meuaj/Viti |
   | 20/10/2015 |
   | 21/10/2016 |

Deklaruesi  

| Armand Muci |
| Enër Mbiemër, Firmë |

Statuesi i kërkesës mund të ndihzat online në adresën [http://durrës.gov.al/sherjimeonline](http://durrës.gov.al/sherjimeonline) nëpërmjet kodit të kërkesës dhe Nr. Personal/NPIPT.

5. Kontakti Priftë  

<table>
<thead>
<tr>
<th>Enër Mbiemër</th>
<th>Merita Selë</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pozicioni i Punës</td>
<td>TEST</td>
</tr>
<tr>
<td>Tel &amp; Fax</td>
<td>0698745230</td>
</tr>
<tr>
<td>e-mail</td>
<td>m.selë@durrës.gov.al</td>
</tr>
</tbody>
</table>

Firmë, Vullé ____________________

**Figure 5: Application form**
LEJE PËR SHFRYTËZIMIN E HAPËSIRËS PUBLIKE

Vlerësojmë se Z. Armand Muci, lindur më 22.08.1967, banues në Durrës, me Nr. Personal M23468743K, me subjektin JN me NIPT W29867544P, përfshues i "Lojes për Shfrytëzim të Hapësirës Publike" me specifikimet:

1. Hapësira me sip. (m2)  | 250
2. Adresa                | Ali Demi
3. Qëllimi               | Zania e hapësiros publike (përdorim trualli per tavoilin)
4. Kohëzgjatja nga
   Data/Muaj/Viti         | 15/10/2015
   deri                  | 15/10/2016

Ka detyrime si më poshtë:

<table>
<thead>
<tr>
<th>Nr</th>
<th>Përshkrimi</th>
<th>Vlera e taksës (Lekë)</th>
<th>Vlera e mbetur (Lekë)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Taksë per zanën e hapësiros</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>2</td>
<td>Taksat vendore</td>
<td>40.0</td>
<td>40.0</td>
</tr>
<tr>
<td></td>
<td>Totali</td>
<td>60.0</td>
<td>60.0</td>
</tr>
</tbody>
</table>

Lëshohet ky vërtetim për efekt dokumenti.

Kërkostal
Specialist i Taksave
Emër Mbështetë
Firmë

Figure 6: Construction Permit