REPUBLIKA E SHQIPËRISË

KRYEMINISTRIA

Mystery Shopper 2019

Assessment of performance in central government service delivery in Albania

Summary Report

Ipsos

AGENZIA ITALIANA PER LA COOPERAZIONE ALLO SVILUPPO

AUSTRIAN DEVELOPMENT COOPERATION

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Contents

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INTRODUCTION

This report is prepared in the framework of the project "Support for Innovation against Corruption: Building a Citizen-Centric Service Delivery Model in Albania" (ISDA Support Project) funded by the Government of Italy, Government of Austria, and UNDP, and implemented by the Government of Albania in partnership with UNDP.

This is the third edition of service delivery evaluation through Mystery Shopping research, and the second under the ISDA Support Project. The current research was conducted by Ipsos. The first edition was conducted in 2016, while the second in 2018.

The scope of the Mystery Shopping 2019 (MS 2019) research was significantly wider in terms of the number of institutions and branches involved, as well as its sample size. It should also be noted that the employed questionnaire reflects the updated standards for public service delivery in Albania, and the grading system (weights per Dimension 2: Interaction with employee, and Dimension 3: Quality of the service provided) was changed from the previous year, thus not allowing for direct comparisons between editions.

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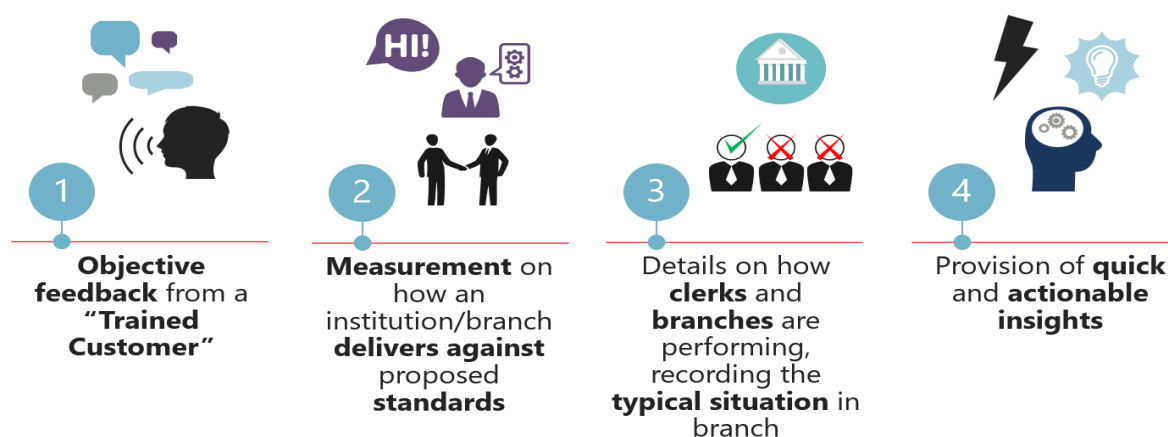
METHODOLOGY

Research Objectives

The overall objective of the MS 2019 assignment was to conduct a <u>third-party assessment of the central government service delivery performance</u> from the perspective of citizens who request them, and <u>measure objectively whether public service employees comply with established quality service standards,</u> as part of the overall performance monitoring.

MS 2019 also intended to obtain a view of <u>how well institutions or branches compare to one another in regards to the service delivery performance,</u> and <u>provide insights and recommendations for further improvement</u>.

Finally, the assessment results form the basis for the 2019 Public Services Excellence Awards for top performers amongst visited institutions and branches.

Methodology Description

Mystery Shopping provides:

1	2	3	4
Objective feedback from a "Trained Customer"	**Measurement** on how an institution/branch **delivers against** proposed **standards**	Details on how **clerks** and **branches** are performing, recording the **typical situation** in branch	Provision of **quick** and **actionable insights**

Mystery Shopper methodology allows for an objective evaluation of performance based on predefined standards, which is executed by trained mystery shoppers in targeted state institutions. After each mystery shopping visit, a questionnaire is completed to record accurately a snapshot of the observations made during the visit. The questionnaire objectively measures whether a standard has been met or not, thus avoiding any bias or halo/horns effects.

During MS 2019, each visit was conducted based on specific scenarios built on 36 different central government services provided by the institutions subject to this research, which includes the following predefined topics of the visits:

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1. Information (scenario 1: inquiry about specific service)

2. Application (scenario 2: applying for a service, requiring a specific shopper profile, e.g. someone who holds a property title).

Complaints were included as a specific subject for inquiry under each prepared scenario.

Service Dimensions for Assessment

The MS 2019 assessment was conducted to measure whether service delivery was compliant with the required standards across five core service dimensions:

1. Waiting time and organization - Includes measuring compliance with the standards of **reception** and **directing** customers to the right place, as well as **signage** inside the branch.

2. Interaction with employee - Includes measuring compliance with the standards of employees' **courtesy** towards the customers, **attentiveness**, **clarity of communication,** and **effectiveness** of service.

3. Quality of service provided - Includes measuring compliance with the standards of **queue management**, **active assistance**, **integrity**, as well as providing **clear and comprehensive information** to the customers.

4. Staff/Employees Professionalism - Includes measuring the compliance with the standards of employees' **respect for procedure**, work **ethics**, **appropriate behavior**, and wearing an adequate **uniform**.

5. Appearance - Includes measuring the compliance with the standards of **exterior and interior condition** of the branches, their **accessibility**, **information availability**, as well as **facilities and safety**.

Each dimension is quantified by a score that measures the percentage of the expected standards met by each branch. The combined score of all dimensions produces a unique score for each branch called **Front Office Achievement Score (FAS)**.
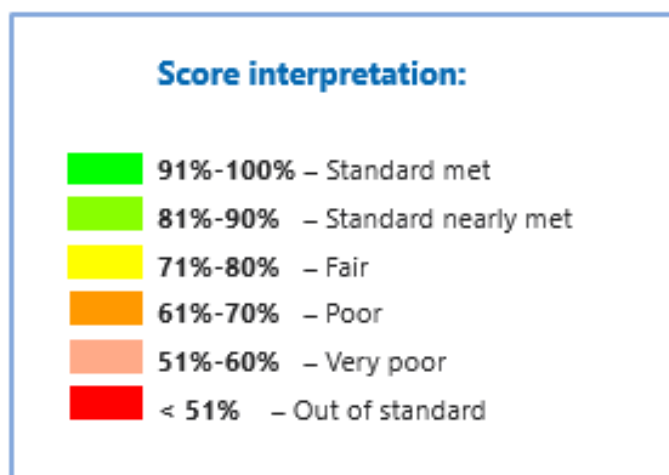
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Overall score for each branch is calculated as an average score of all visits conducted in that specific branch.[1] The overall institution score is calculated as an average score of all visits conducted in the respective institution.

Grading System and Interpretation

Each dimension affects FAS to a specific extent, based on the predefined individual weight:

Dimensions	Weight
Dimension 1: Waiting time and organization	15%
Dimension 2: Interaction with employee	20%
Dimension 3: Quality of the service provided	30%
Dimension 4: Staff/Employees Professionalism	25%
Dimension 5: Appearance	10%
Total	**100%**

All achievements are measured on a scale from 0% to 100%, which determines to what extent the proposed standards were met. Based on a predefined scoring scheme, each achievement can be classified under a specific scoring category:

Score interpretation:

- 91%-100% – Standard met
- 81%-90% – Standard nearly met
- 71%-80% – Fair
- 61%-70% – Poor
- 51%-60% – Very poor
- < 51% – Out of standard

Achievements below 51% are viewed as not fulfilling the standards, while achievements from 91% to 100% are viewed as completely fulfilling the standards.

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[1] Scores of branches whose front offices are taken over by ADISA or are co-located in ADISA Centers, are attributed to the institutional score for ADISA and not to that of their original institutions, similarly to the previous Mystery Shopping edition.

Visit Specifics

During MS 2019, a total of 1818 visits were conducted, which covered 18 institutions and 350 branches, across 51 municipalities, and 12 counties, visited at different weekdays and times. The research was carried out in two waves: 683 visits were conducted in the first wave, while the remaining 1135 in the second wave. First wave of visits was conducted from the 16th of September to the 25th of October 2019, while the second one from the 30th of September to 27th of December 2019. A total of 125 mystery shoppers participated in the research. The table below shows the number of visits conducted per institution.

Table 1: Number of visits conducted per institutions

Institution	Abbreviation	No. of branches	No. of visits
Agency for Delivery of Integrated Services in Albania	ADISA	13	331
National Food Authority	AKU	13	69
Central Technical Construction Archive	AQTN	1	4
National Agency for Cadaster	ASHK	34	187
Property Treatment Agency	ATP	1	5
Agency for Agricultural and Rural Development	AZHBR	19	77
General Maritime Directorate	DPDet.	1	5
General Customs Directorate	DPDog.	18	70
General Directorate of Civil Registry	DPGJC	24	83
General Directorate of Bailiff Service	DPP	22	85
General Directorate of Road Transport Services	DPSHTRR	15	80
General Directorate of Taxation	DPT	10	69
Social Insurance Institute	ISSH	50	244
National Business Center	QKB	27	104
Center for Education Services	QSHA	1	10
National Employment Service	SHKP	37	173
State Social Services	SHSSH	12	67
Public Universities Faculty Secretariats	Universiteti	52	155
Total		**350**	**1818**

In order to preserve data integrity and authenticity, all results have been verified by the quality control team. Given the mystery shopping nature of this research, all participants were checked via GPS coordinates upon entrance and exit from the institutions.

OVERVIEW OF KEY FINDINGS

Overview of Key Performance Indicators

The overall performance of the institutions subject to the study marks a fair level (72%). When looking at individual dimensions, interaction with employee nearly meets all the proposed standards, while aspects of service quality are least fulfilled compared to the other measured dimensions.

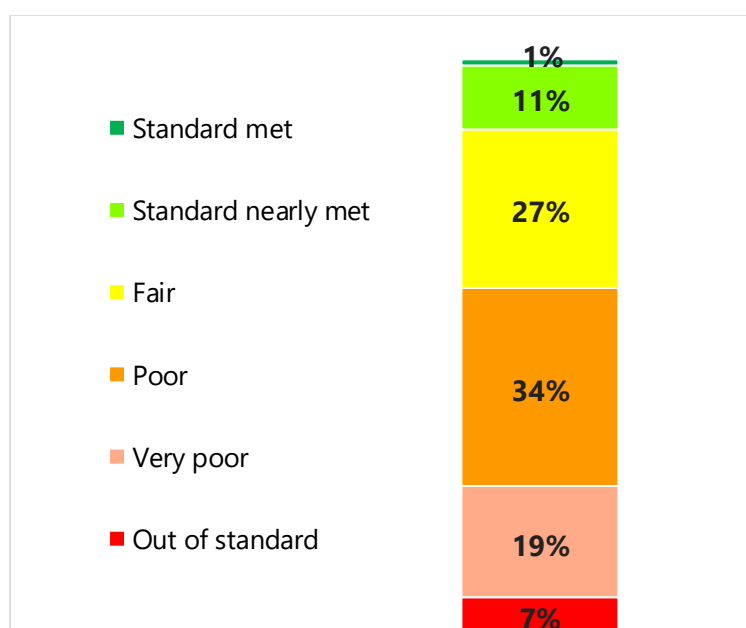**Graph 1: Achievement by Dimensions**

Base: All visits (N=1818)
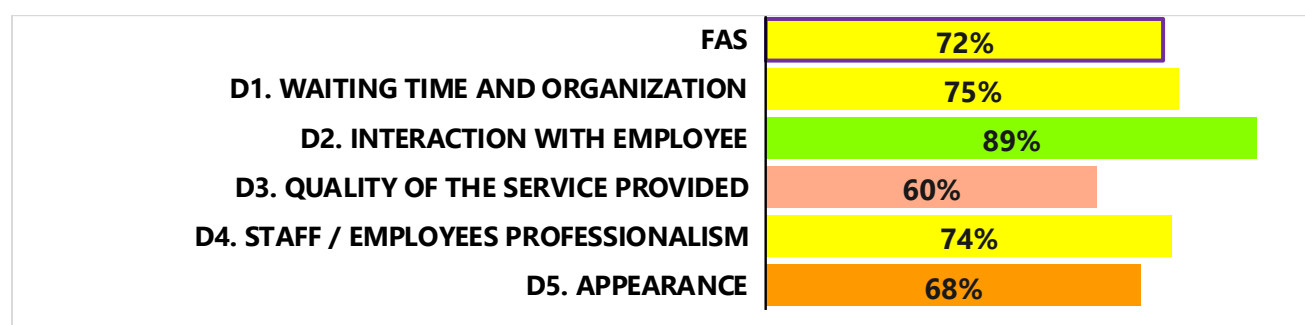
About 4 out of 10 branches perform fairly or better, 1% record excellent achievement, while 7% do not meet the standards.

Graph 2: Standard Achieved

Base: All visits (N=1818)

Considering all visited institutions, ADISA shows the highest achievement and is notably differentiated from other institutions, while the lowest achievement is recorded for DPGJC. Standard compliance for 10 out of 18 institutions visited ranks as poor, while for 2 institutions it ranks as very poor.

Graph 3: Achievement by Institutions
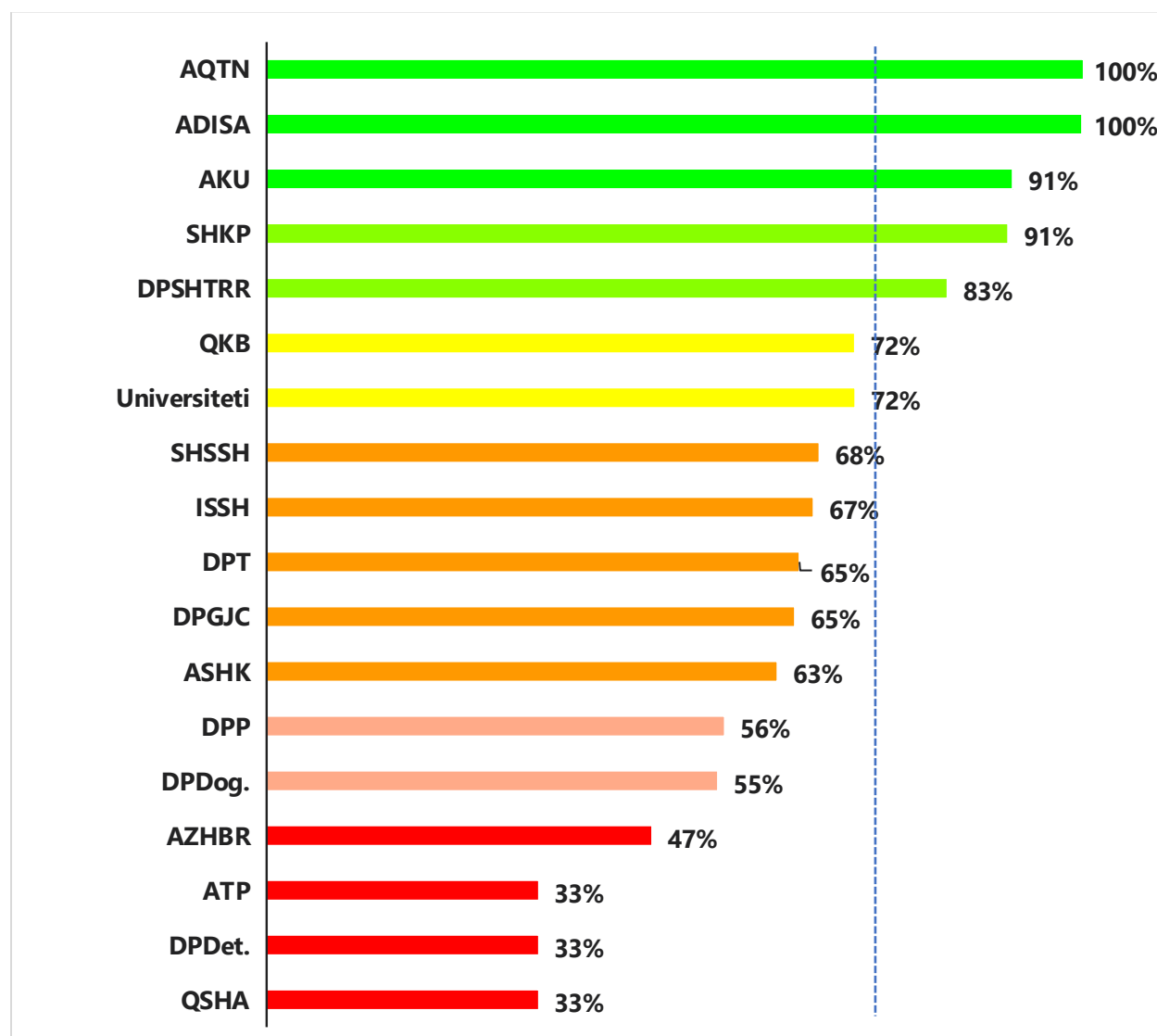
Base: All visits (N=1818) ---- *FAS (72%)*
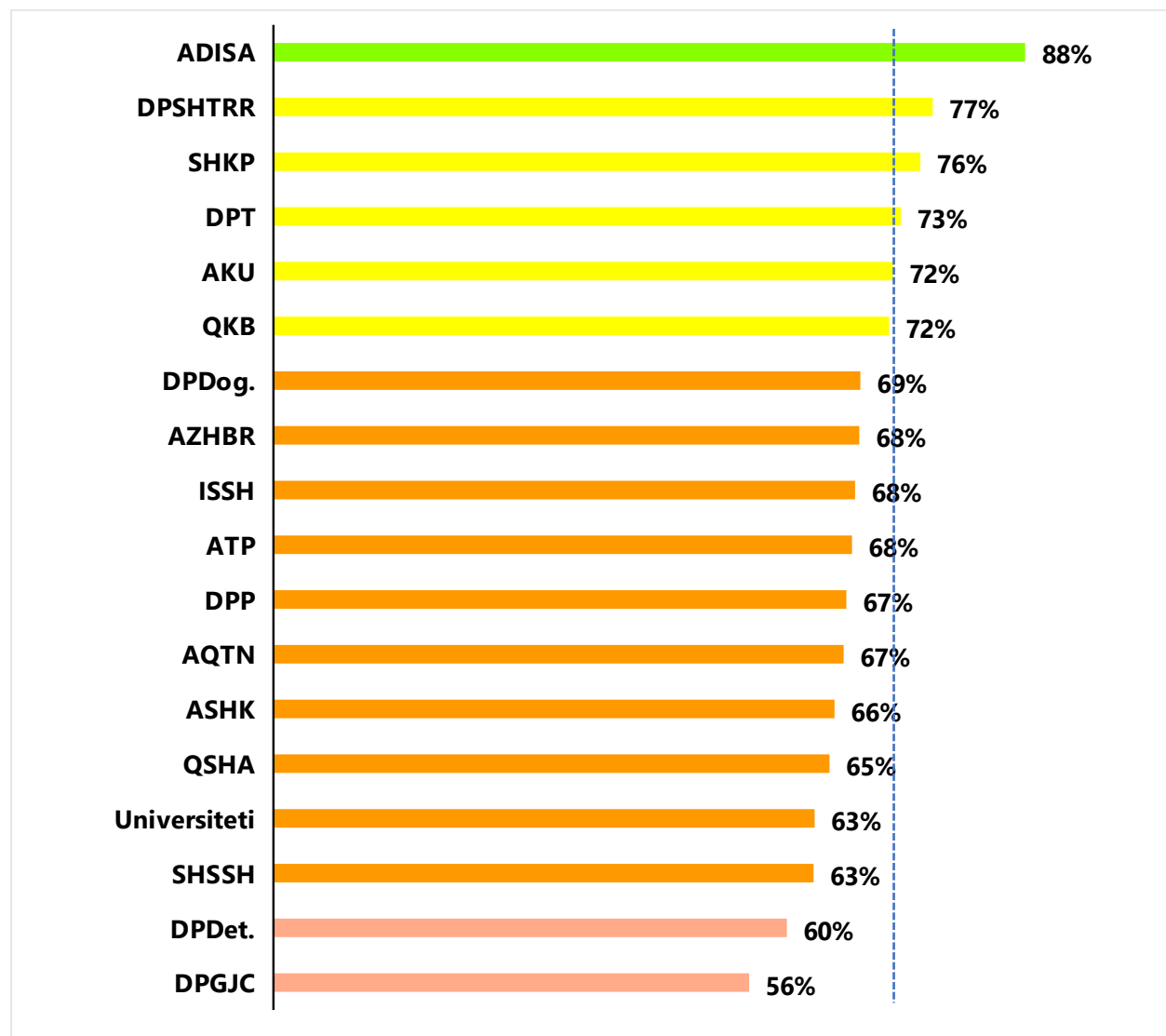
ADISA and AQTN meet 100% of the direction, reception and signage standards under the waiting time and organization dimension, while ATP, QSHA and DPDet. fulfill about a third of these standards.

Graph 3.1: Achievement of Institutions per D1. Waiting time and organization

Base: All visits (N=1818) ---- *Dimension Average (75%)*

Courtesy, effectiveness, attentiveness and clear communication standards under the interaction with employee dimension are mostly fulfilled. AQTN, QSHA, ABZHR, ATP, ADISA, QKB and SHKP meet all the standards.

Graph 3.2: Achievement of Institutions per D2. Interaction with employee

Base: All visits (N=1818) ---- *Dimension Average (89%)*

Institution	Value
AQTN	100%
QSHA	99%
AZHBR	98%
ATP	98%
ADISA	93%
QKB	93%
SHKP	91%
DPSHTRR	90%
DPP	90%
ISSH	89%
DPT	89%
DPDog.	89%
AKU	89%
SHSSH	86%
ASHK	86%
Universiteti	81%
DPDet.	75%
DPGJC	75%

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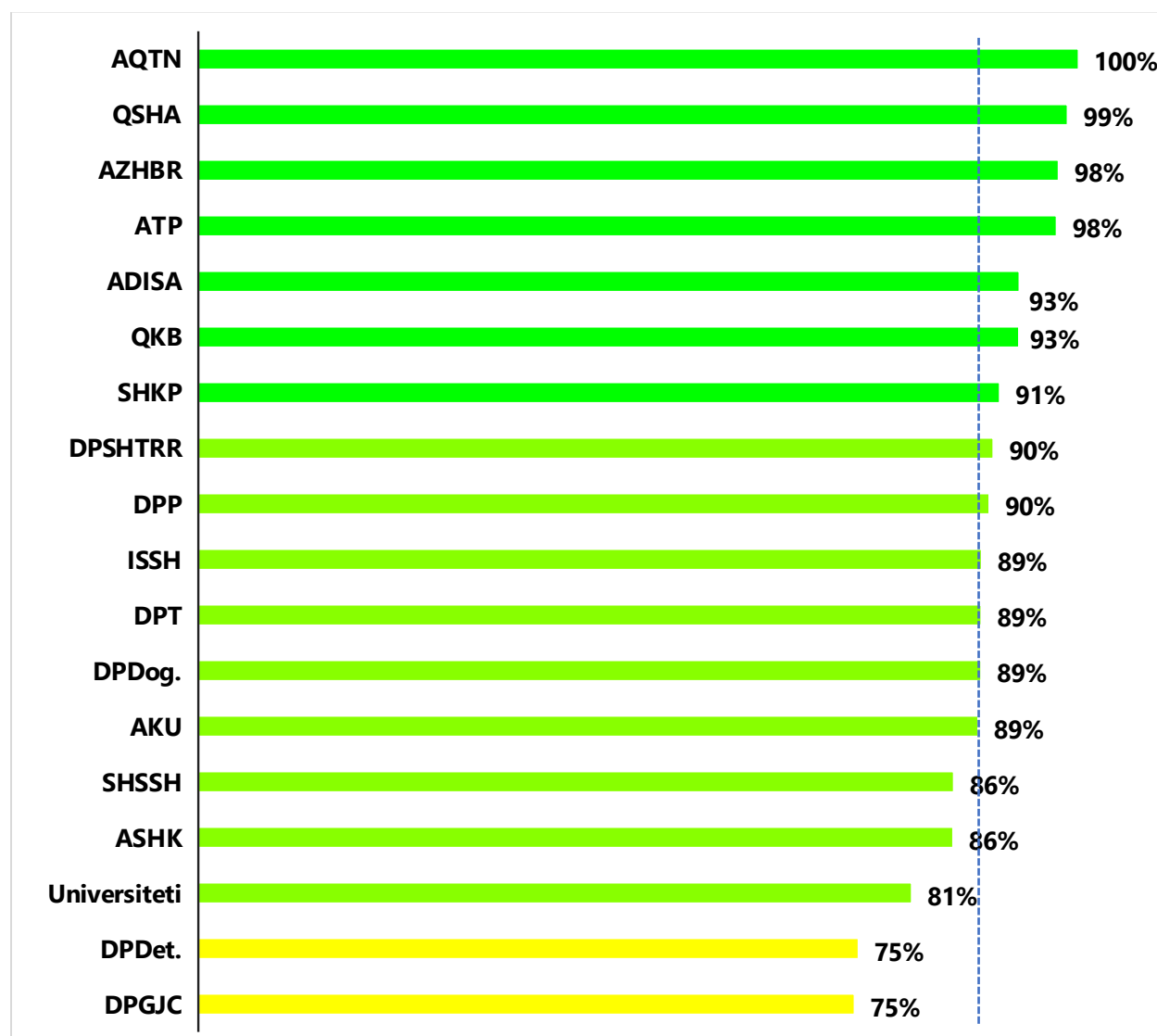
The quality of service provided in terms of queue management, clear and comprehensive information, active assistance, as well as integrity standards compliance, ranks lower than the other dimensions. Half of the institutions record a very poor achievement with only ADISA showing a fair level of achievement.

Graph 3.3: Achievement of Institutions per D3. Quality of the service provided

Base: All visits (N=1818)   ----   *Dimension Average (60%)*

Institution	Achievement
ADISA	80%
DPT	69%
DPSHTRR	66%
ATP	64%
QSHA	63%
QKB	59%
SHKP	59%
AZHBR	58%
DPDet.	58%
DPP	57%
DPDog.	55%
ISSH	55%
ASHK	55%
AKU	52%
Universiteti	46%
SHSSH	45%
DPGJC	39%
AQTN	31%

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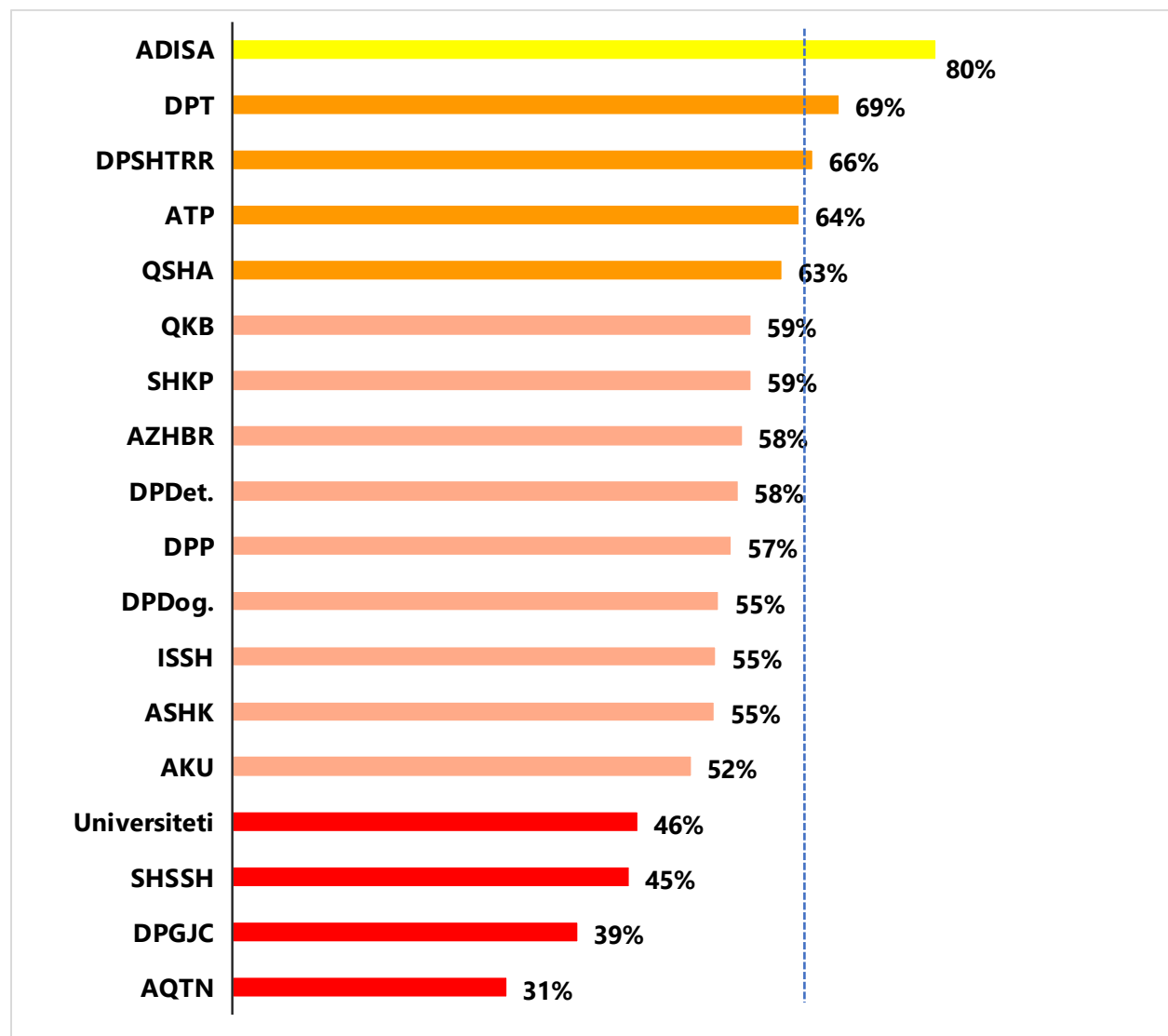
Two institutions, ADISA and DPSHTRR, nearly meet all the staff professionalism standards related to respect for procedure, ethics, appropriate behavior and uniform, while half of the institutions record poor or very poor achievement.

Graph 3.4: Achievement of Institutions per D4. Staff / Employees professionalism
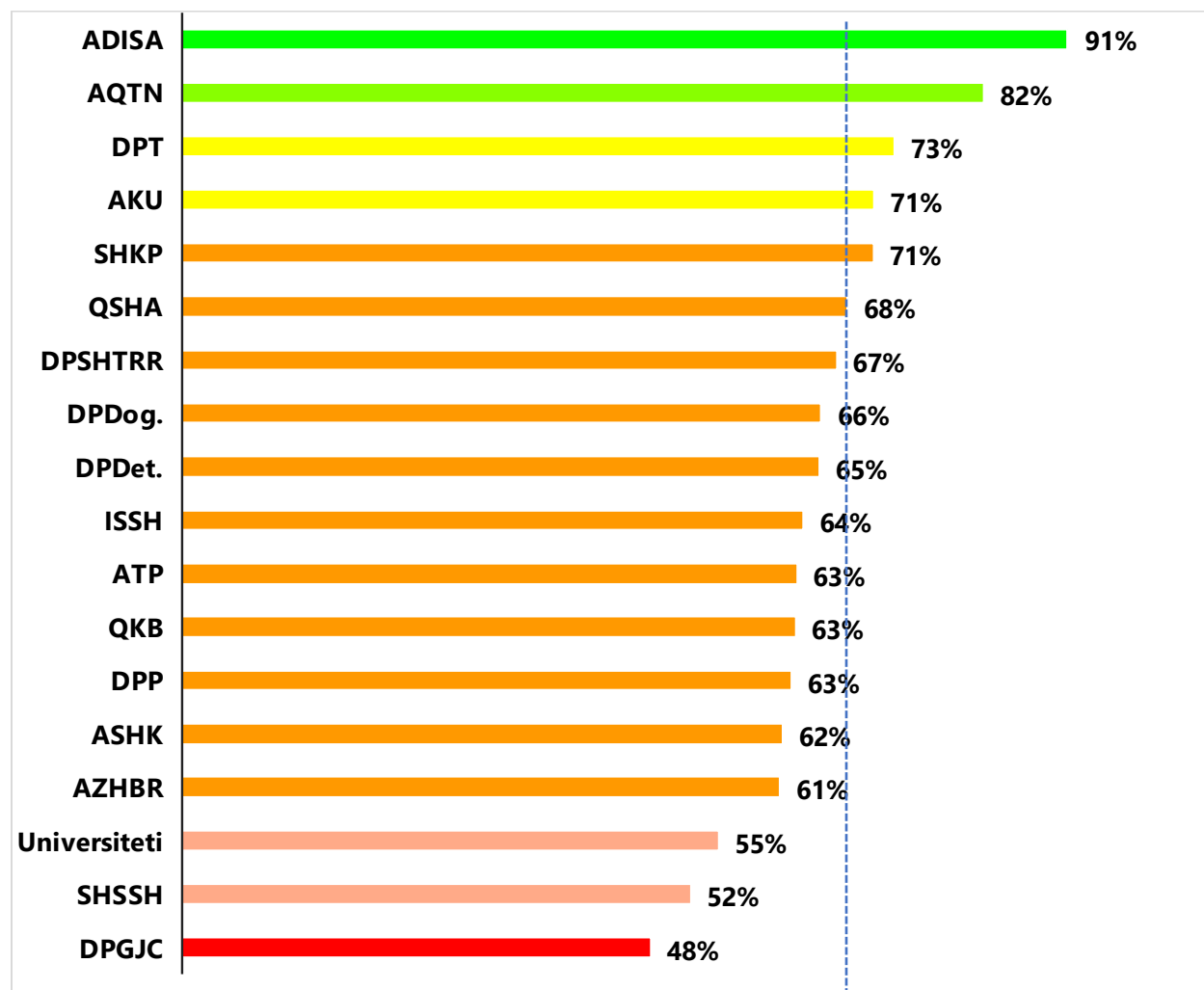
Base: All visits (N=1818) ---- *Dimension Average (74%)*
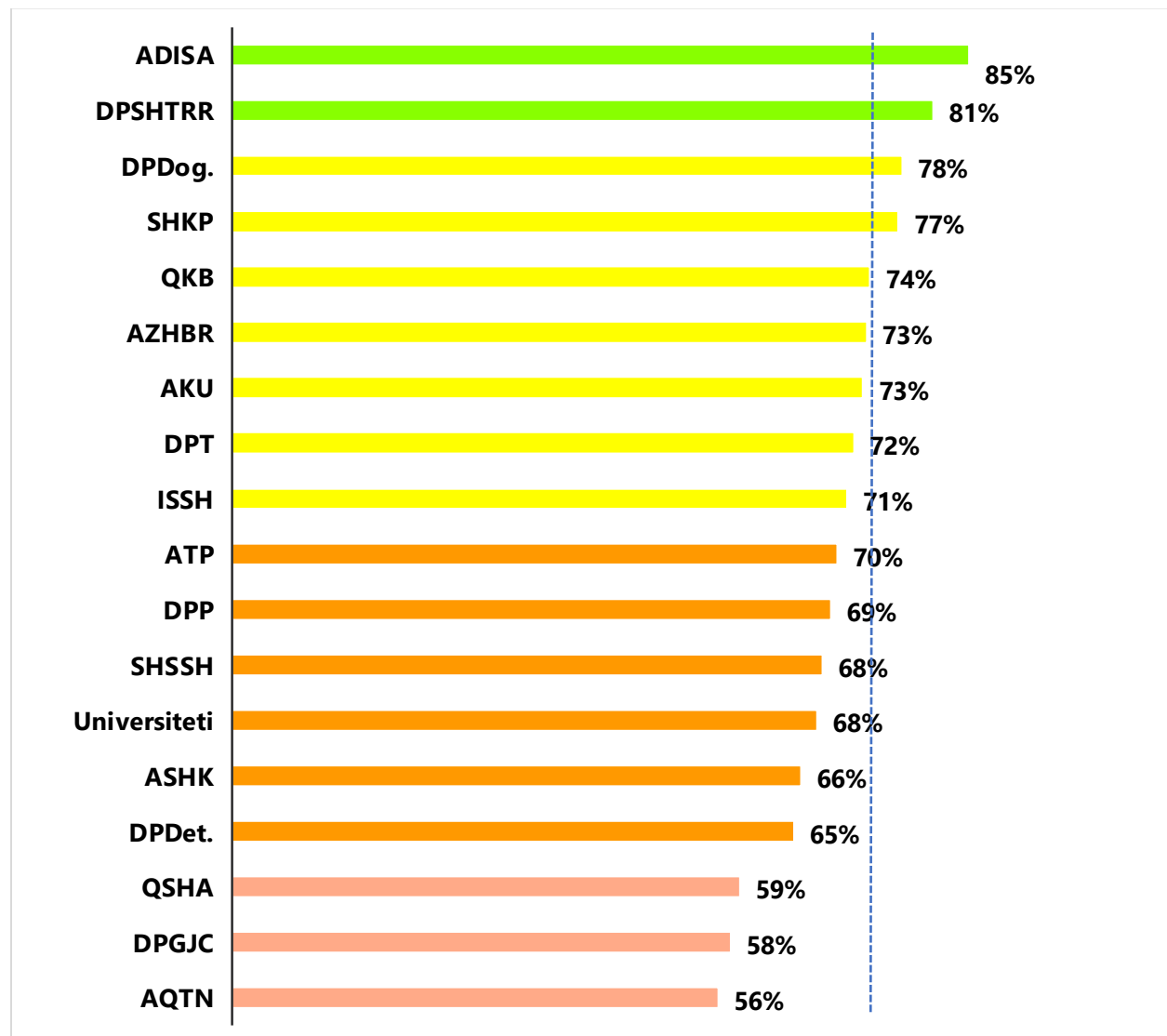
Exterior and interior conditions, accessibility, information availability, as well as facilities and safety standards under the appearance dimension are met by only one institution, ADISA, with AQTN recording the second highest achievement. Thirteen institutions rank as poor or very poor, while civil registry offices, which operate under the municipalities, are out of standards.

Graph 3.5: Achievement of Institutions per D5. Appearance

Base: All visits (N=1818)   - - - -   *Dimension Average (68%)*

Institution	Achievement
ADISA	91%
AQTN	82%
DPT	73%
AKU	71%
SHKP	71%
QSHA	68%
DPSHTRR	67%
DPDog.	66%
DPDet.	65%
ISSH	64%
ATP	63%
QKB	63%
DPP	63%
ASHK	62%
AZHBR	61%
Universiteti	55%
SHSSH	52%
DPGJC	48%

Performance by Municipalities

Branches located in Divjakë, Maliq, Krujë, Kavajë and Fier municipalities nearly meet all proposed standards when ADISA presence is considered. In 11 out of 13 municipalities where ADISA was present at the time of the MS 2019 field work, the score was improved by at least one level, whereas in Kruja and Kavaja it was improved by two.

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Graph 4: Achievement by Municipality

Base: All visits (N=1818)
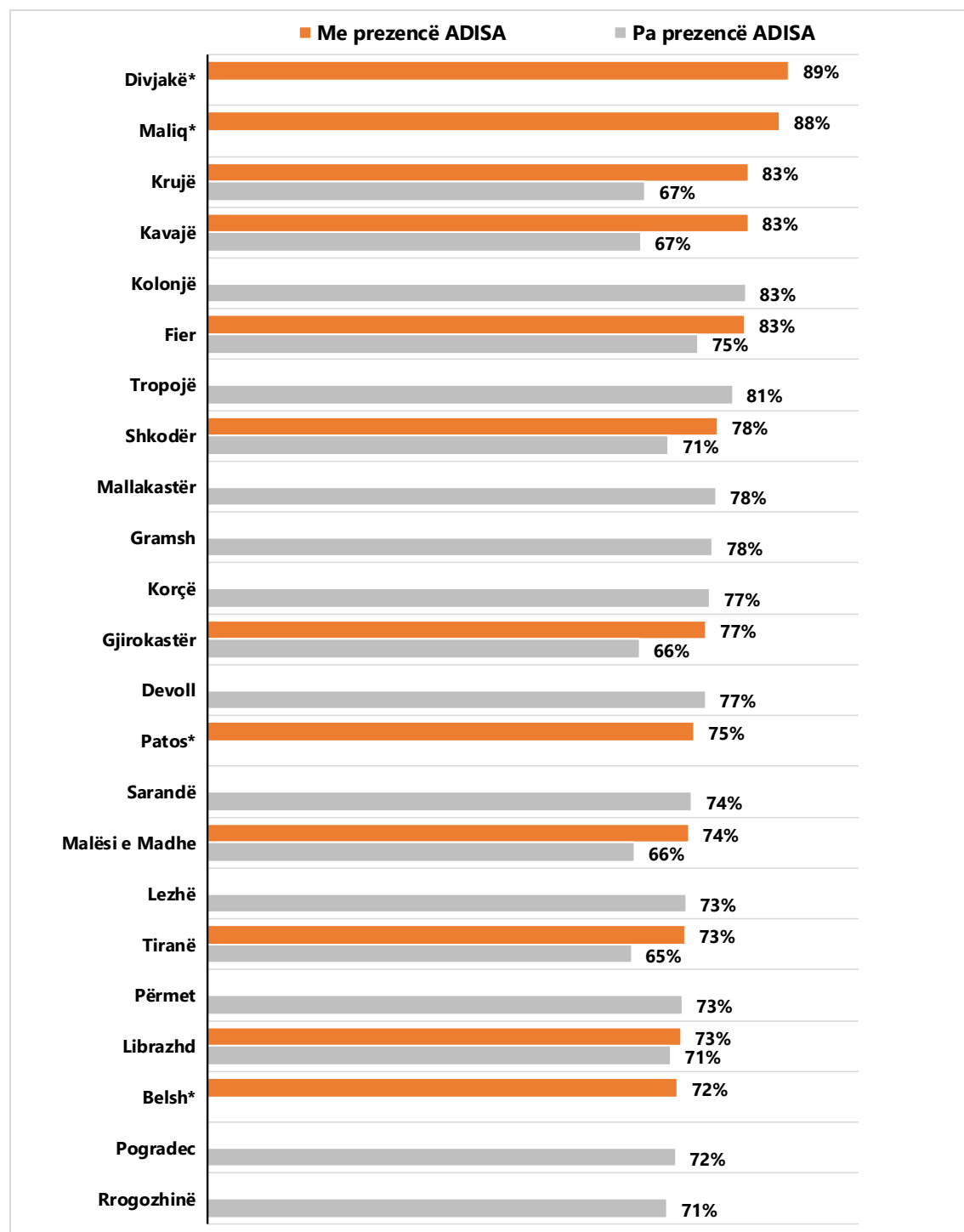
* *No central government institution within the sample was present with its branch at the municipality before the opening of ADISA service windows.*

The following municipalities did not have an ADISA presence. Out of all municipalities, Ura Vajgurore scores the lowest achievement.

Without ADISA presence

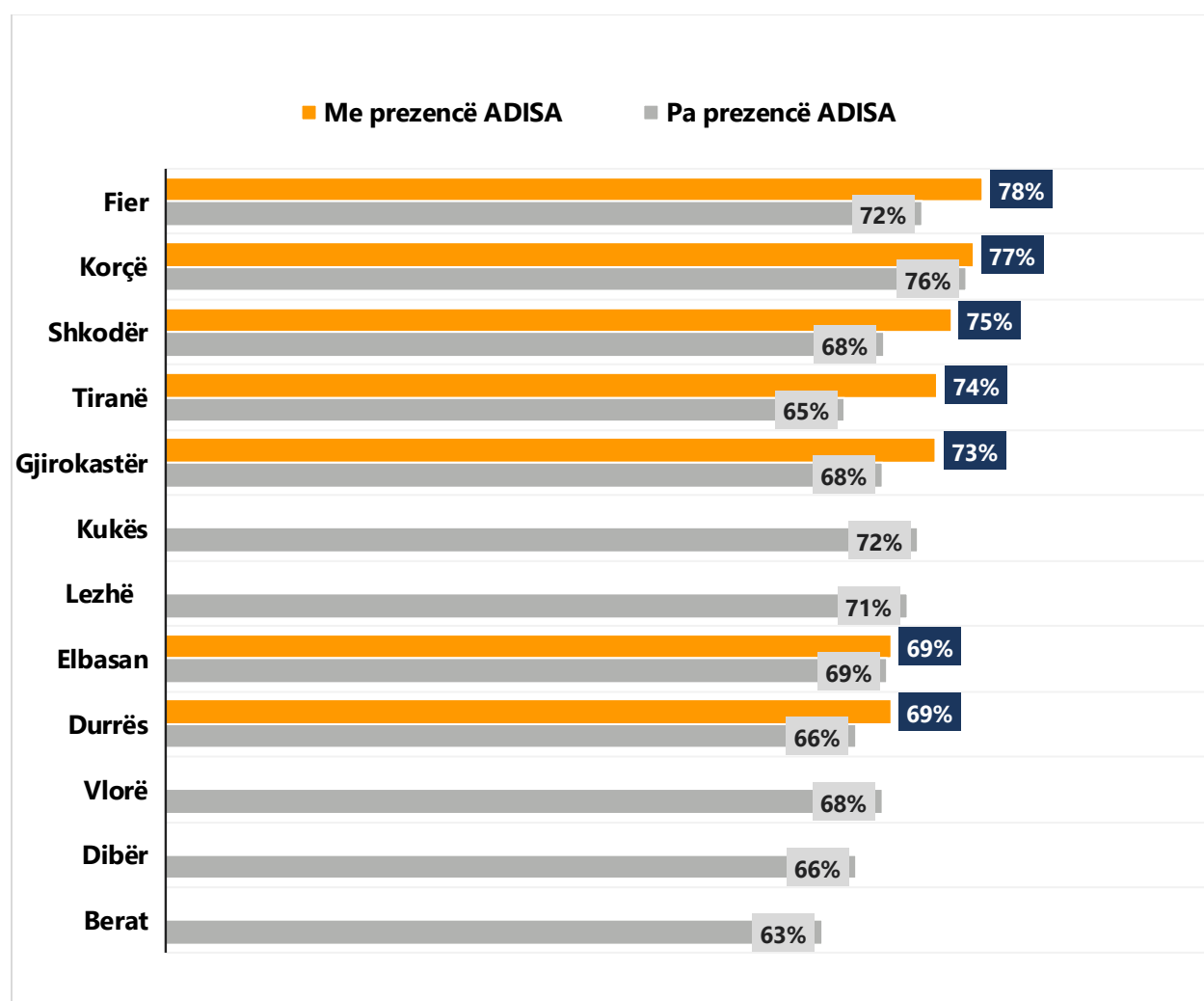| Municipality	Percentage
Mirditë	70%
Cërrik	69%
Elbasan	69%
Kukës	68%
Vlorë	68%
Dibër	68%
Lushnjë	67%
Dropull	67%
Mat	66%
Durrës	66%
Has	66%
Pukë	65%
Berat	65%
Vorë	64%
Kurbin	64%
Shijak	64%
Tepelenë	62%
Delvinë	61%
Kuçovë	61%
Peqin	60%
Himarë	60%
Vau i Dejës	60%
Bulqizë	60%
Skrapar	59%
Kamëz	55%
Prrenjas	54%
Poliçan	52%
Ura Vajgurore	48%
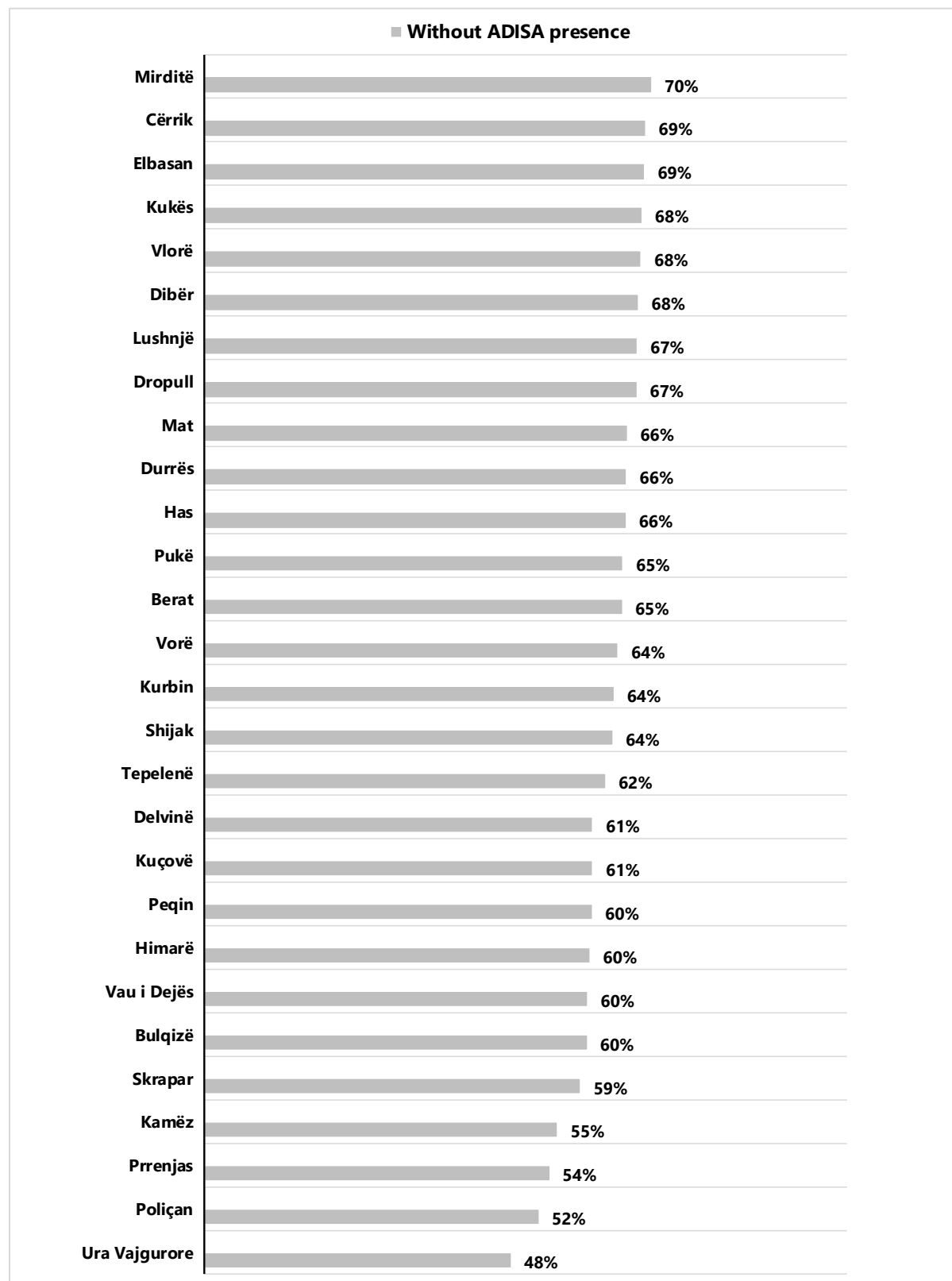
Performance by Counties

Compared to other counties, branches located in Fier, Korçë, Shkodër, Tiranë, Gjirokastër and Kukës counties fairly meet the standards. Branches located in Berat county perform the poorest. In counties with an ADISA presence at the time of the MS 2019 field work, whether center or co-location, there was a general score improvement. For Tirana, Shkodër, Fier and Gjirokastër the achievement is notably higher when considering ADISA's presence.

Graph 5: Achievement by County

Base: All visits (N=1818)

Legend: Me prezencë ADISA | Pa prezencë ADISA

County	Me prezencë ADISA	Pa prezencë ADISA
Fier	78%	72%
Korçë	77%	76%
Shkodër	75%	68%
Tiranë	74%	65%
Gjirokastër	73%	68%
Kukës		72%
Lezhë		71%
Elbasan	69%	69%
Durrës	69%	66%
Vlorë		68%
Dibër		66%
Berat		63%

2019 Public Services Excellence Awards

The MS assessment results form the basis for the 2019 Public Services Excellence Awards for top performers among institutions and branches.

According to the recorded achievement, the top three institutions are ADISA (88%), DPSHTRR (77%), and SHKP (76%).

Amongst them, ADISA records higher achievement on all dimensions, completely meeting the standards related to waiting time and organization (100%), interaction with employee (93%), and appearance (91%). ADISA nearly meets the standards of staff professionalism (85%), while service quality is on a fair level (80%).

On the other hand, the overall achievement of DPSHTRR and SHKP is on a fair level, yet they underperform on standards related to appearance (DPSHTRR 67%, SHKP 71%) and service quality (DPSHTRR 66%, SHKP 59%).

In regards to branches, the top three non-ADISA performers are: SHKP Devoll (98%), DPSHTRR Fier (94%) and ISSH Korçë (93%). Top three performers amongst ADISA branches are ADISA Krujë (92%), ADISA Shkodër (90%) and ADISA Divjakë (89%).


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Achievement by Institutions

ADISA

ADISA performs best compared to other visited institutions. With an achievement score of 88%, ADISA meets almost all standards in total. Among ADISA branches, ADISA Krujë records the highest achievement, whereas ADISA Belsh the lowest, which is still on a fair level. Looking at individual dimensions, the standards of waiting time and organization are fulfilled by 100%. Standards of interaction with employee (93%) and branch appearance (91%) are also met. Standards related to the staff professionalism are nearly met (85%), while compliance with service quality standards is evaluated as fair (80%). Performance of ADISA is on a similar level regardless of what service a customer inquires about or applies for.

Graph 6: Achievement by Dimensions and Standard Achieved

Base: ADISA visits (N=331)
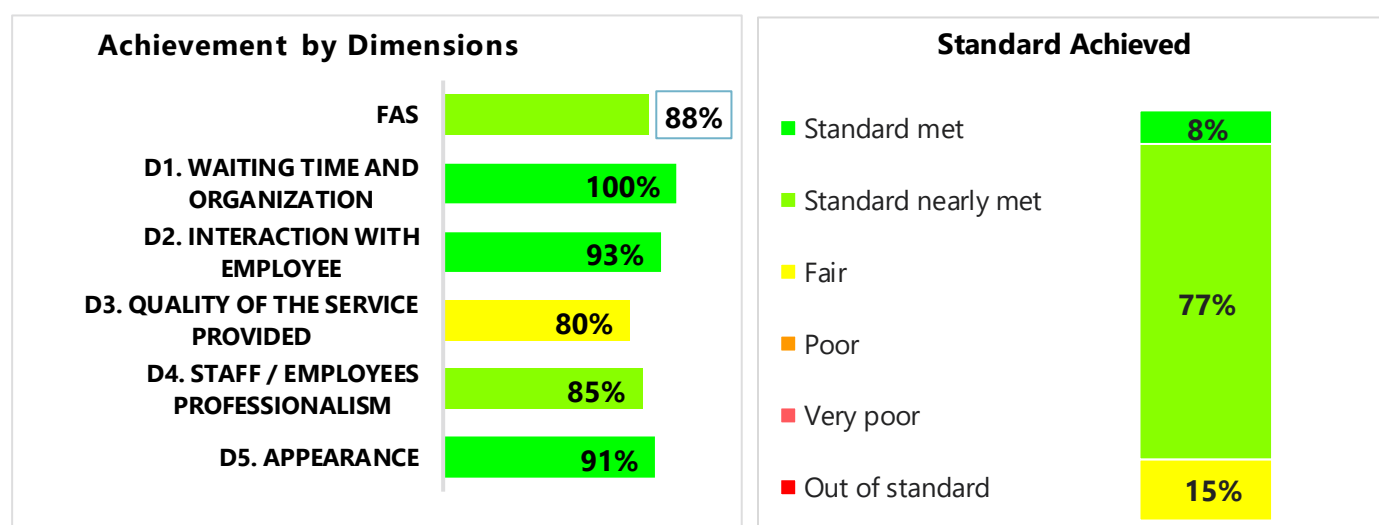
Some of the main issues, however include: Employees usually do not tend to reconfirm whether everything is clear to the customers and do not provide them with the information on time required for the service. More than half of the employees do not wear name tags/badges. When it comes to branch appearance, de-regulation and "shqiperiaqeduam.al"[2] posters are not always visibly posted, standard application forms are not always used, while every second branch does not have toilets for the customers. It has also been reported that branches tend to be noisy and loud at times.

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[2] These posters inform citizens and businesses on the documents which they are no longer required to present when requesting public services given that these are obtained online by the responsible public administration clerks, as well as on opportunities to submit complaints that they may have.

AKU

AKU performs fairly in general, with an achievement score of 72%. Among AKU branches, AKU Korçë performs the best, while AKU Kukës and AKU Selitë perform very poorly. Looking at individual dimensions, when evaluating waiting time and organization standards, it should be noted that AKU does not have a waiting area. Standards related to interaction with employee are nearly met (89%). Compliance with standards of branch appearance (71%) and staff professionalism (73%) is evaluated as fair, while compliance with service quality standards is evaluated as very poor (52%). Performance is on a similar level regardless of the service a customer inquires about.

Graph 7: Achievement by Dimensions and Standard Achieved

Base: AKU visits (N=69)
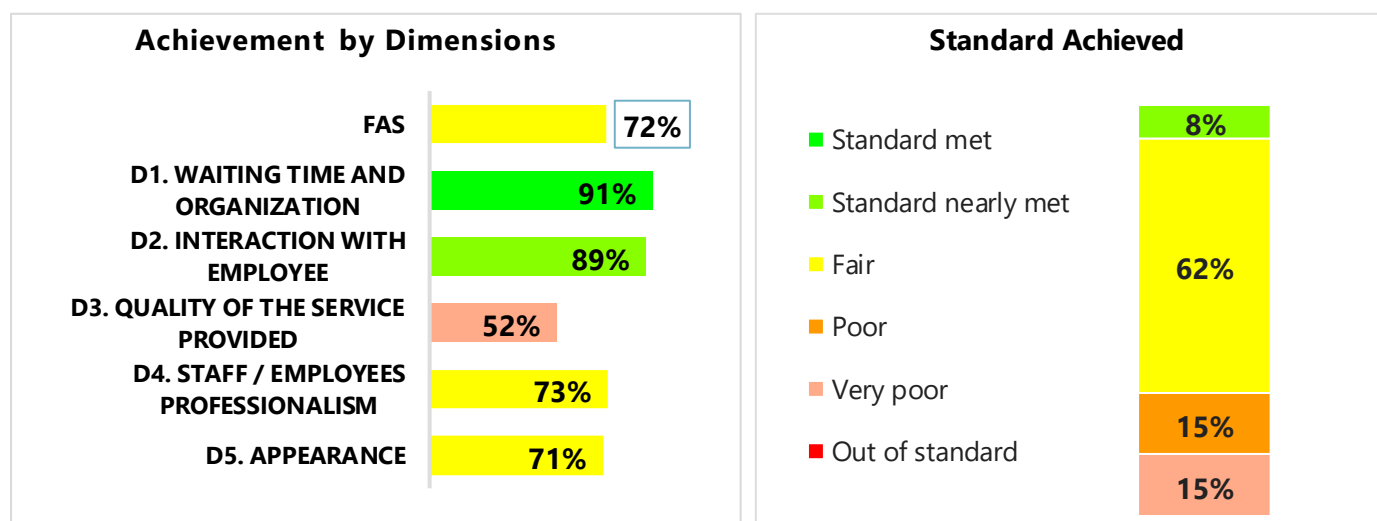
Some of the main issues however include: Employees usually do not tend to reconfirm whether everything is clear to the customers and do not provide them with the information on time required for the service. Employees generally do not wear name tags/badges or uniforms. There is no queue management system. Access for people with disabilities is not adjusted. No Service list is usually posted. There is no waiting area with chairs, bins and information or self-service corners. Additionally, it has been reported that out of all the institutions in focus, most of the offices found closed when visited were AKU offices.

AQTN

AQTN branch in Tiranë performs poorly in general, with an achievement score of 67%. While standards of waiting time and organization, and interaction with employee are fulfilled (100%), and standards of branch appearance are nearly met (82%), compliance with standards of staff

professionalism is evaluated as very poor (56%), whereas performance related to service quality is out of standard (31%). However, while standards to service quality are generally not fulfilled, employees appear informed enough and never imply any kind of bribery.

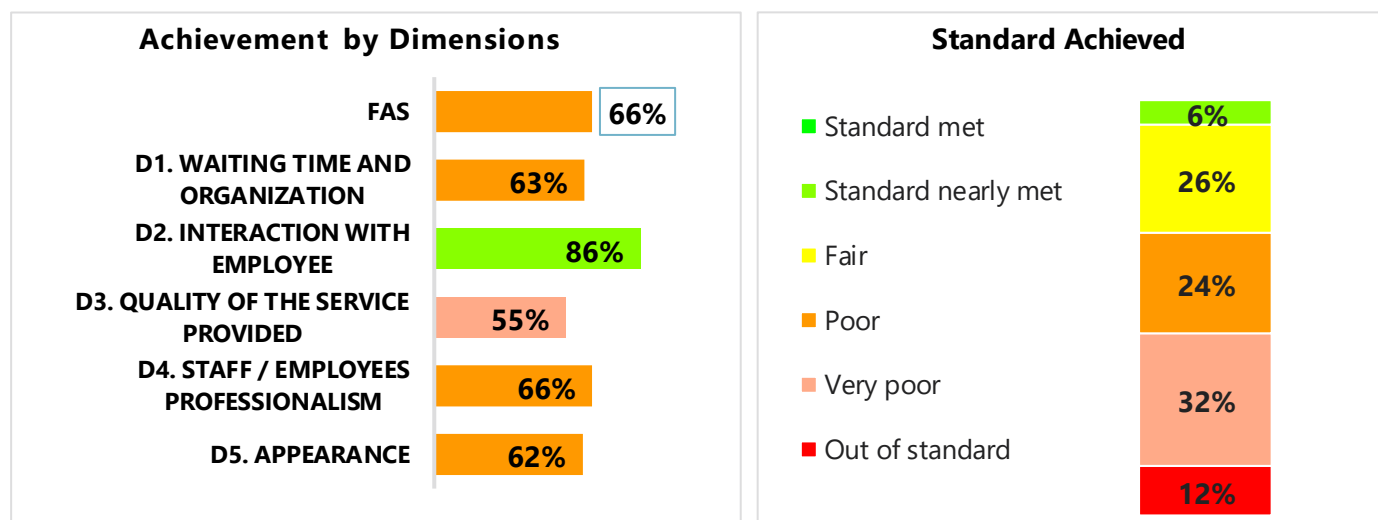**Graph 8: Achievement by Dimensions and Standard Achieved**

Base: AQTN visits (N=4)
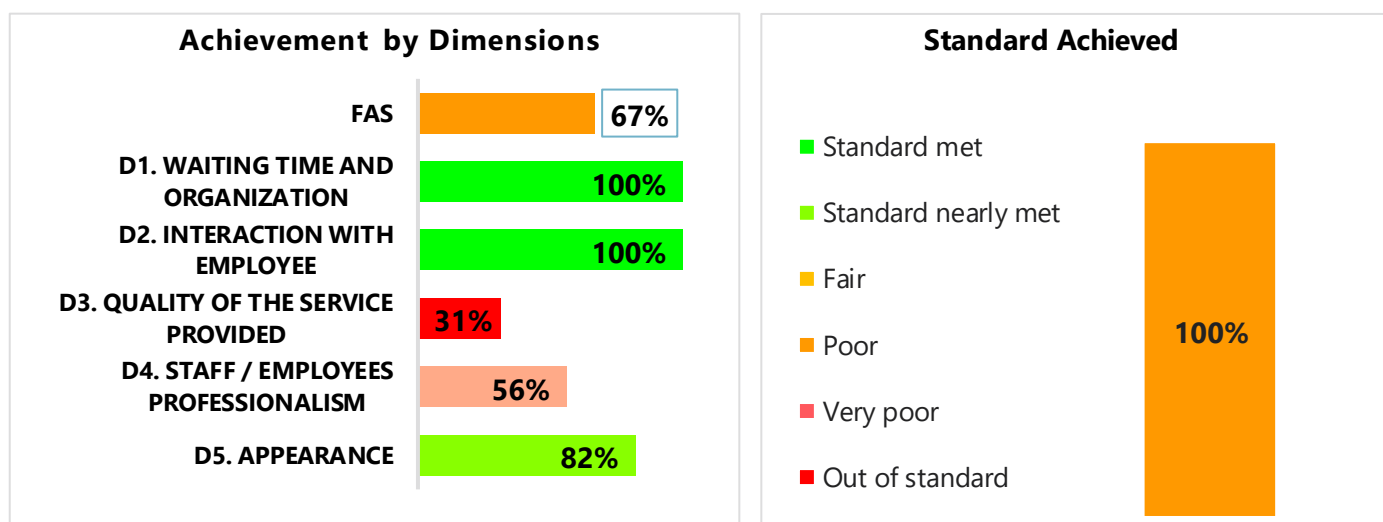
Main issues include: Employees do not wear uniforms, name tags/badges, and do not make any efforts to ensure confidentiality. Also, as reported about a half of the employees had some personal conversations in front of the customers. Inside the branch, emergency exits are not clearly visible, there are no toilets for the customers, and information and self-service corners are not present. Standard application forms are not used.

ASHK

ASHK performs poorly in general, with an achievement level of 66%. Among ASHK branches, ASHK Korçë (91%) and ASHK Kolonjë (85%) perform the best, while ASHK Bulqizë (49%), ASHK Kuçovë (47%), ASHK Mat (46%) and ASHK Vorë (45%) perform out of the standard. Looking at individual dimensions, the standards of interaction with employee are nearly met (86%), while performance on other dimensions is more or less poor. Thus, standards of waiting time and organization (63%), employee professionalism (66%) and branch appearance (62%) are poorly followed, while compliance with standards of service quality is evaluated as very poor (55%). Performance is on a similar level regardless of the service a customer inquires about.

Graph 9: Achievement by Dimensions and Standard Achieved

Base: ASHK visits (N=187)

Achievement by Dimensions	
FAS	66%
D1. WAITING TIME AND ORGANIZATION	63%
D2. INTERACTION WITH EMPLOYEE	86%
D3. QUALITY OF THE SERVICE PROVIDED	55%
D4. STAFF / EMPLOYEES PROFESSIONALISM	66%
D5. APPEARANCE	62%

Standard Achieved	
Standard met	6%
Standard nearly met	26%
Fair	24%
Poor	32%
Very poor	12%
Out of standard	

Main issues include: Inside the branches, there is usually no clear signage regarding the services available, or any queue management system. Employees usually do not inform the customers about the time required for a service or check whether something remained unclear to the customer. They do not wear uniforms or any name tags. Employees do not ensure that confidentiality is kept in all cases. Standard application forms are not used. There are no bins in the waiting area. Emergency exits are not clearly visible and fire protection systems are missing as are self-service corners, and toilets for customers. In most cases, the exterior façade is not in good condition. Branches are not always adjusted to people with disabilities.

<div align="center">

ATP

</div>

ATP branch in Tiranë performs poorly in general, with an achievement score of 68%. Looking at individual dimensions, the standards of interaction with employee are completely met (98%), while poor achievement is recorded on other dimensions: employee professionalism (70%), branch appearance (63%), service quality (64%). On the other hand, performance related to waiting time and organization is out of standards (33%).

Graph 10: Achievement by Dimensions and Standard Achieved

Base: ATP visits (N=5)
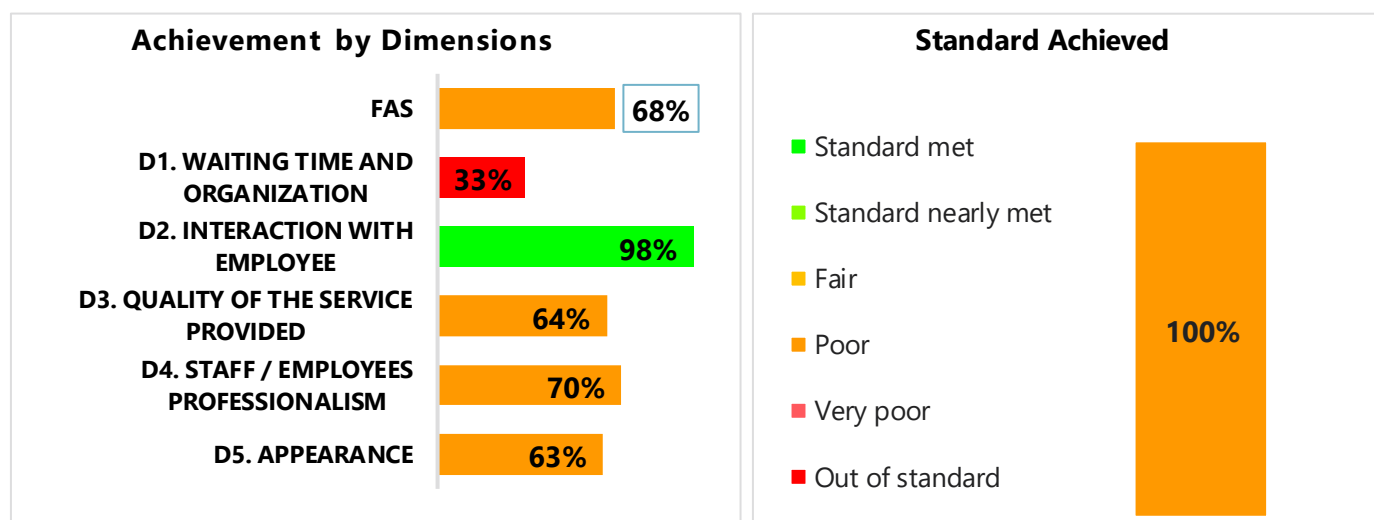
Main issues include: Inside the branch, there are is no clear signage related to services available or any clear and helpful directional signs. Employees usually fail to inform the customers regarding the next steps customers are required to follow in order to get the requested service, the time required for a service, or check whether everything is understood. They do not wear uniforms or name tags/badges. Service passports and Service list are not visibly posted. The lighting system is not functional. There are no emergency exits and fire protection systems. Toilets for customers, information and self-service corners are not available.
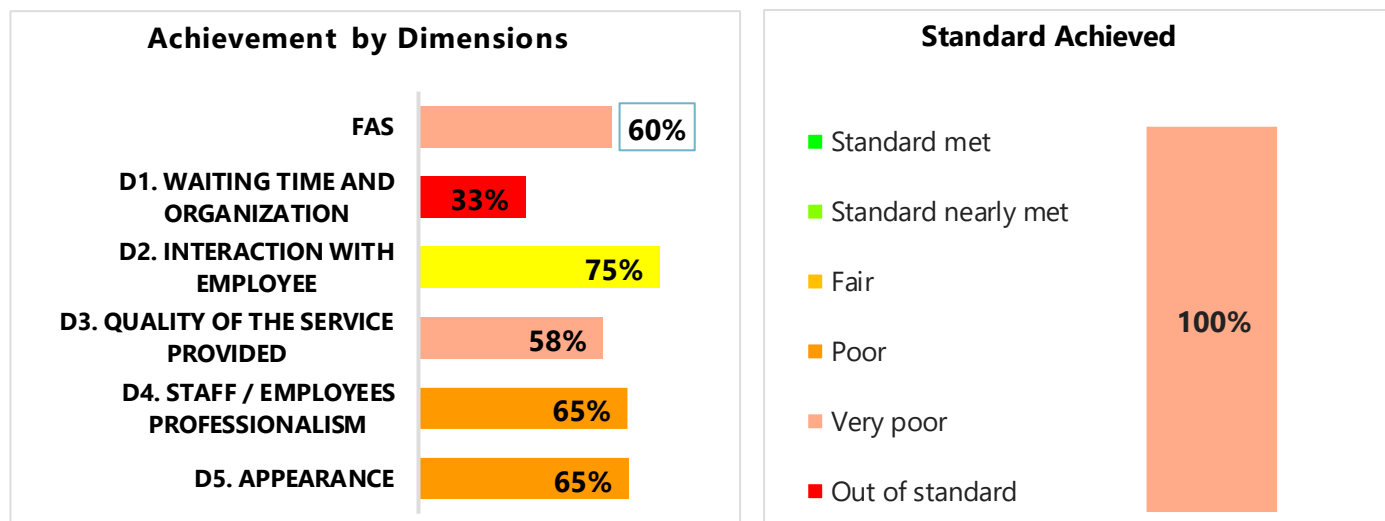
AZHBR

AZHBR performs poorly in general, with an achievement score of 68%. Among AZHBR branches, AZHBR Vlorë (80%) performs the best, while AZHBR Tiranë (58%) performs the poorest. Looking at individual dimensions, the standards of interaction with employee are completely met (98%), standards of staff professionalism are fairly met (73%) while compliance with standards of branch appearance (61%) is evaluated as poor. Standards of service quality (58%) are very poorly followed, while performance related to waiting time and organization is out of standard (47%).

Graph 11: Achievement by Dimensions and Standard Achieved

Base: AZHBR visits (N=77)
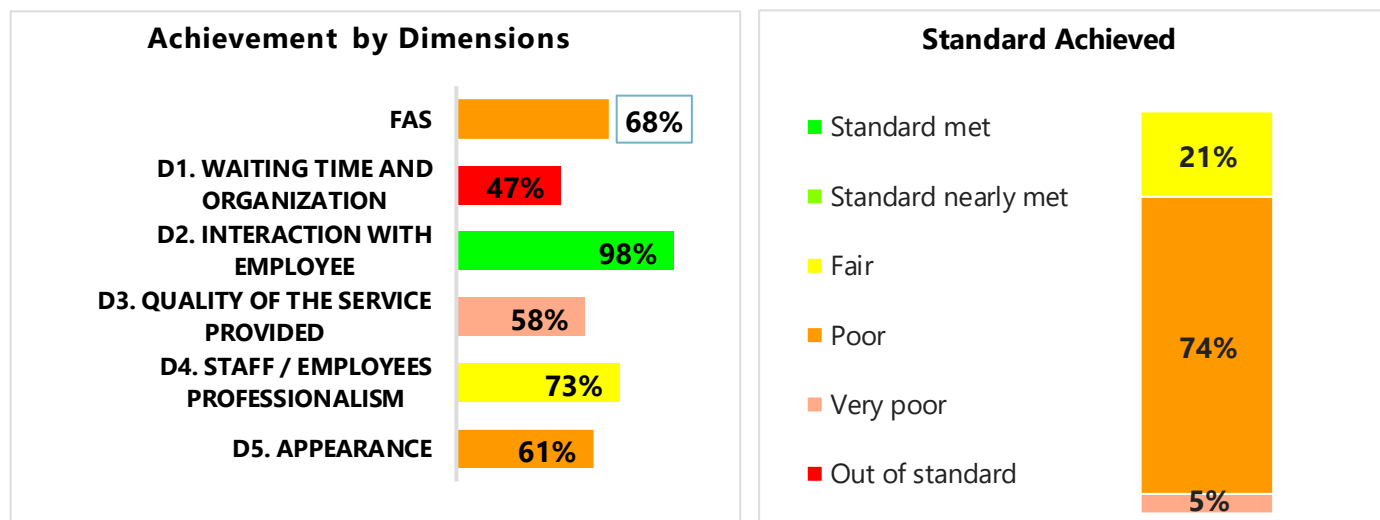
Main issues include: Inside the branches, there is usually no clear directional signs or signage related to the services available, or any queue management systems. Employees usually do not provide any information regarding the time required for a service, or check whether the customer understood everything. They do not wear uniforms and name tags/badges. Branches are not well adjusted to wheelchair users. There are no waiting areas with chairs and bins in each branch, or toilets for customers. Service passports and Service list are not always available and visible to customers. There are no information and self-service corners and clearly visible emergency exits. Additionally it should be noted that some offices of the AZHBR were found closed during working hours.

DPDet.

DPDet. in Durrës performs very poorly in general, with an achievement score of 60%. Looking at individual dimensions, the standards of interaction with employee are fairly met (75%), while performance on other dimensions is on a lower level. Performance related to staff professionalism and branch appearance standards is evaluated as poor (65%). Compliance with service quality standards is evaluated as very poor (58%). Whereas, performance related to waiting time and organization (33%) is out of standard.

Graph 12: Achievement by Dimensions and Standard Achieved

Base: DPDet. visits (N=5)

Achievement by Dimensions	Standard Achieved
FAS — 60%	■ Standard met
D1. WAITING TIME AND ORGANIZATION — 33%	■ Standard nearly met
D2. INTERACTION WITH EMPLOYEE — 75%	■ Fair
D3. QUALITY OF THE SERVICE PROVIDED — 58%	■ Poor
D4. STAFF / EMPLOYEES PROFESSIONALISM — 65%	■ Very poor
D5. APPEARANCE — 65%	■ Out of standard — 100%

Main issues include: Inside the branches, there are no clear and helpful directional signs related to the services available, or a queue management system. Employees do not consider checking with the customer whether there is anything remaining unclear to them. They do not wear uniforms or name tags/badges. There is no information about branch working hours at the entrance. The de-regulation and 'shqiperiaqeduam.al' posters, as well as the Service list are not visibly posted. Information and self-service corners, toilets for customers. clearly visible emergency exit and fire protection systems are unavailable.

DPDog.

DPDog. performs poorly in general, with an achievement score of 69%. Among DPDog. branches, Dogana Kukës-Morinë (82%) performs the best, while Dogana Bllatë-Peshkopi (60%) and Dogana Durrës (59%) perform very poorly. Looking at individual dimensions, the standards of interaction with employee are nearly met (89%), and compliance with standards of staff professionalism is evaluated as fair (78%). Standards related to branch appearance (66%) are poorly followed, while compliance with service quality (55%) and waiting time and organization (55%) standards is evaluated as very poor. Performance is on a similar level regardless of the service a customer inquires about.

Graph 13: Achievement by Dimensions and Standard Achieved

Base: DPDog. visits (N=70)
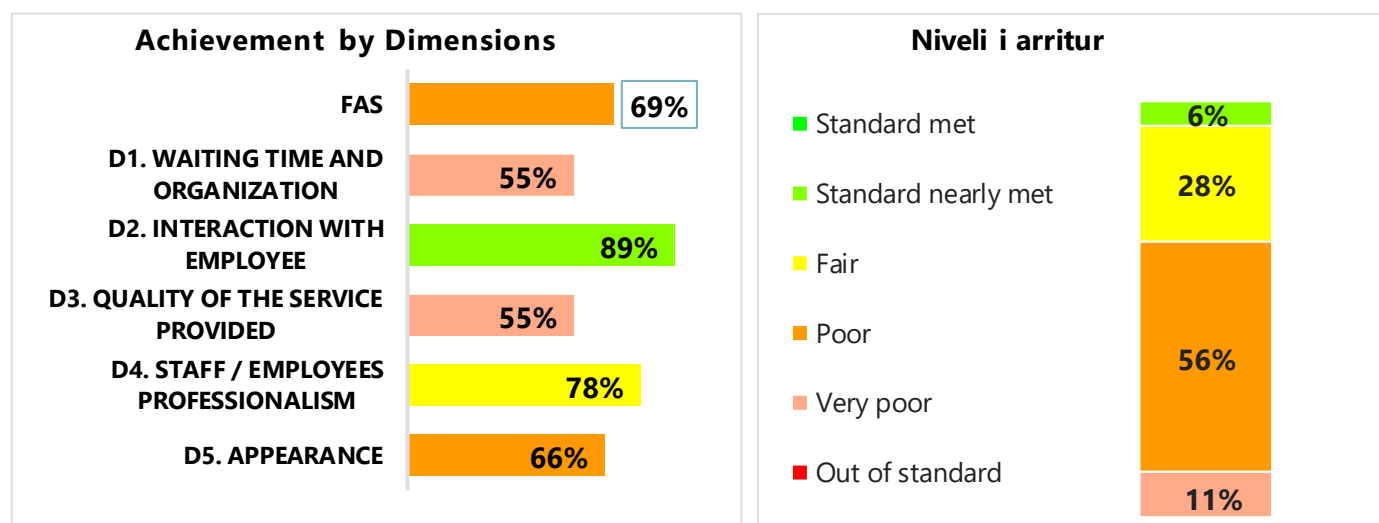
Main issues include: Branches usually do not have clear directional signs and signage related to the services available or any queue management systems. Employees in some cases do not provide necessary information about the time required for a service, or check whether everything is clear to the customers. They rarely wear uniforms or name tags/badges. There are no ramps or lifts for people with disabilities. Service passports and service list are not always posted and clearly visible to the customers. Some branches do not have waiting areas with chairs and bins, are not equipped with information corners and do not have a clearly visible emergency exit. None of the branches have any self-service corners.
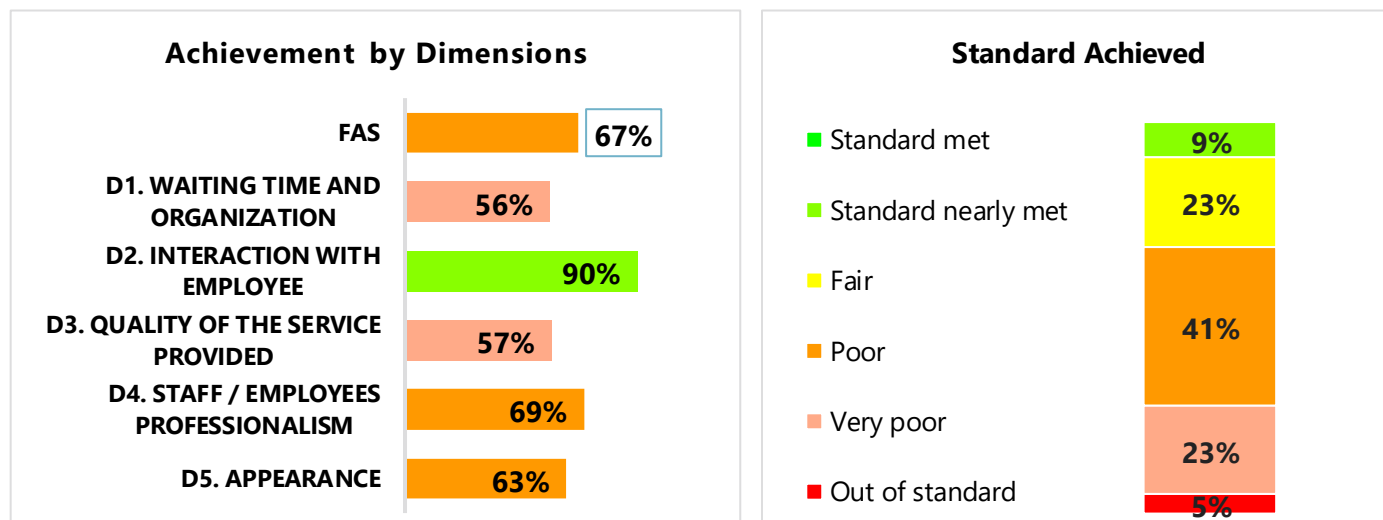
DPGJC

DPGJC performs very poorly in general and lowest out of all visited institutions, with an achievement score of 56%. Among DPGJC branches, Gjendja Civile Korçë (74%), Gjendja Civile Lezhë (73%) and Gjendja Civile Durrës 2 (72%) perform the best out of DPGJC branches, while Gjendja Civile Durrës 3 (33%) performs out of standard with the lowest result when all visited branches across institutions are taken into account. Looking at individual dimensions, the standards of interaction with employee are met at a fair level (75%). Compliance with waiting time and organization standards is evaluated as poor (65%), and with staff professionalism as very poor (58%). While performance related to branch appearance (48%) and service quality (39%), is out of standard.

Graph 14: Achievement by Dimensions and Standard Achieved

Base: DPGJC visits (N=83)
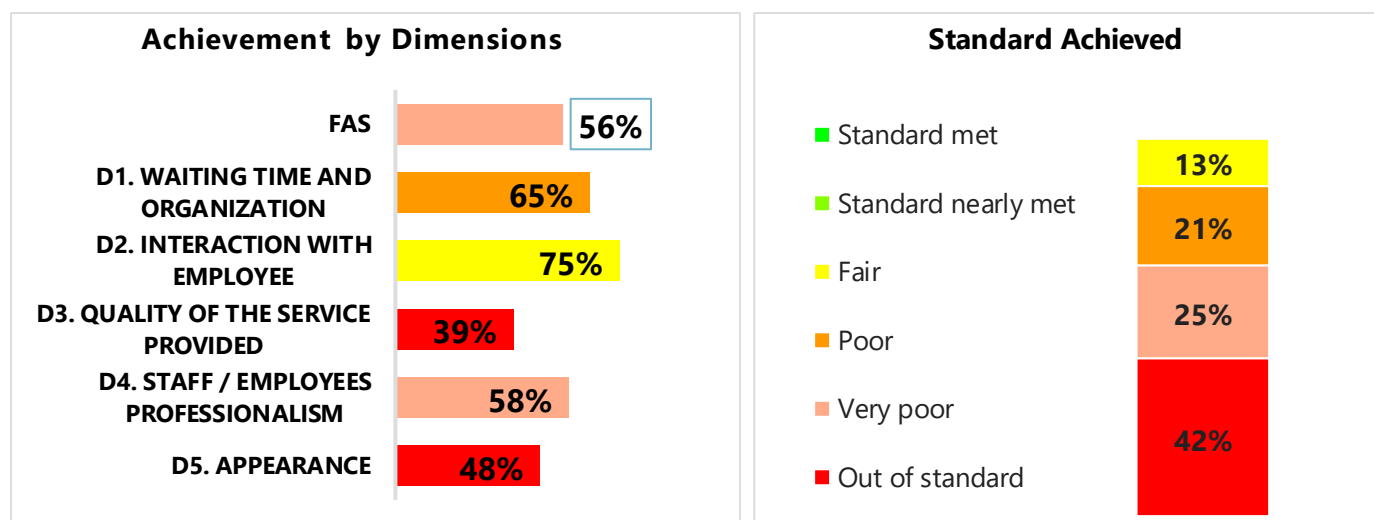
Main issues include: Branches usually do not have clear signage related to the services available, or any queue management systems. Employees sometimes do not give information about the next steps in order for the requested service to be completed, or about the time required for the service. They rarely check whether everything is clear to the customer. Employees do not try enough to ensure confidentiality. They do not wear uniforms or name tags/badges. Performance on branch appearance is out of standard in general, except for the clean exterior, the institution name/logo visibly placed and functional interior lighting.

DPP

DPP performs poorly in general, with an achievement score of 67%. Among DPP branches, DPP Përmet (85%) and DPP Tropojë (83%) perform the best, while DPP Mat (45%) performs out of standard. Looking at individual dimensions, the standards of interaction with employee are nearly met (90%), compliance with staff professionalism (69%) and branch appearance (63%) standards is evaluated as poor, while standards related to waiting time and organization (56%) and service quality (57%) are followed very poorly. Performance is on a similar level regardless of the service a customer inquires about.

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Graph 15: Achievement by Dimensions and Standard Achieved

Base: DPP visits (N=85)

Achievement by Dimensions

Dimension	Value
FAS	67%
D1. WAITING TIME AND ORGANIZATION	56%
D2. INTERACTION WITH EMPLOYEE	90%
D3. QUALITY OF THE SERVICE PROVIDED	57%
D4. STAFF / EMPLOYEES PROFESSIONALISM	69%
D5. APPEARANCE	63%

Standard Achieved

Category	Value
Standard met	9%
Standard nearly met	23%
Fair	
Poor	41%
Very poor	23%
Out of standard	5%

Main issues include: Inside the branches, there is usually no clear signage related to the services available and there are no queue management system. Employees sometimes do not give necessary information about the time required for a service or check whether everything is clear to the customer. They do not wear uniforms or tags/badges. Branches are not well adjusted to people with disabilities. Standard application forms are not always used when customers apply for services. Service lists are not visibly posted. There are no information and self-service corners, toilets for customers, clearly visible emergency exits and bins in the waiting areas, areas which in the DPP case are in fact not available in any branch. Additionally it should be noted that many DPP offices were found closed during working hours, or just with the employee's secretary being reported as present.

DPSHTRR

DPSHTRR performs fairly in general, with an achievement score of 77%. Among DPSHTRR branches, DPSHTRR Fier (94%) records the best achievement, while DPSHTRR Dibër (57%) performs very poorly. Looking at individual dimensions, the standards related to interaction with employee (90%), waiting time and organization (83%) and staff professionalism (81%) are nearly met. While compliance with service quality (66%) and branch appearance (67%) standards is evaluated as poor. Performance is on a similar level regardless of the service a customer inquires about.

Graph 16: Achievement by Dimensions and Standard Achieved

Base: DPSHTRR visits (N=80)

Achievement by Dimensions

Dimension	Score
FAS	77%
D1. WAITING TIME AND ORGANIZATION	83%
D2. INTERACTION WITH EMPLOYEE	90%
D3. QUALITY OF THE SERVICE PROVIDED	66%
D4. STAFF / EMPLOYEES PROFESSIONALISM	81%
D5. APPEARANCE	67%

Standard Achieved

Category	%
■ Standard met	7%
■ Standard nearly met	33%
■ Fair	27%
■ Poor	27%
■ Very poor	7%
■ Out of standard	
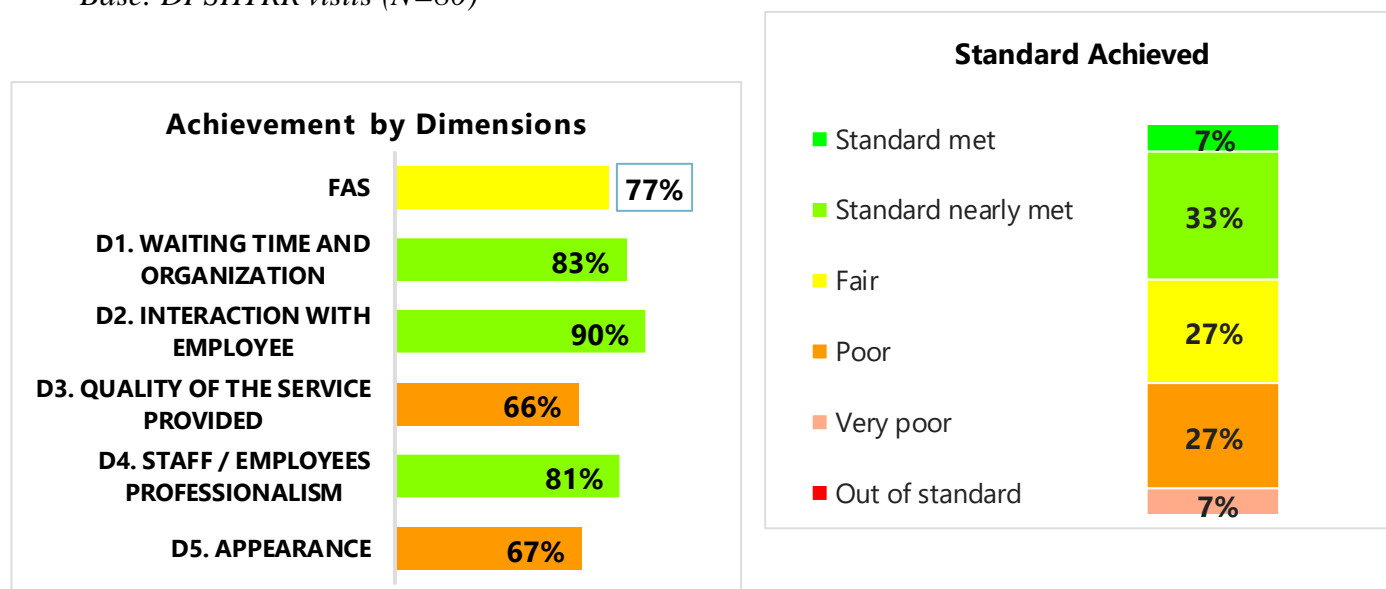
Main issues include: Not all branches have a queue management system. Employees often fail to check whether customers are clear on what to do next. In one case it was implied that the customer would have to pay in order to get the requested service faster. Branches often do not have clearly posted Service lists, information and self-service corners, toilets for customers or clearly visible emergency exits.

DPT

DPT performs fairly in general, with an achievement score of 73%. Among DPT branches, DPT Sarandë (85%), DPT Korçë (82%) and DPT Lezhë (82%) perform the best, while DPT Vlorë (67%) and DPT Dibër (67%) perform the lowest. Looking at individual dimensions, the standards related to interaction with employee (89%) are nearly met, standards related to staff professionalism (72%) and branch appearance (73%) are fairly followed, while compliance with waiting time and organization (65%) and service quality (69%) standards is evaluated as poor. Performance is on a similar level regardless of the service a customer inquires about.

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Graph 17: Achievement by Dimensions and Standard Achieved

Base: DPT visits (N=69)
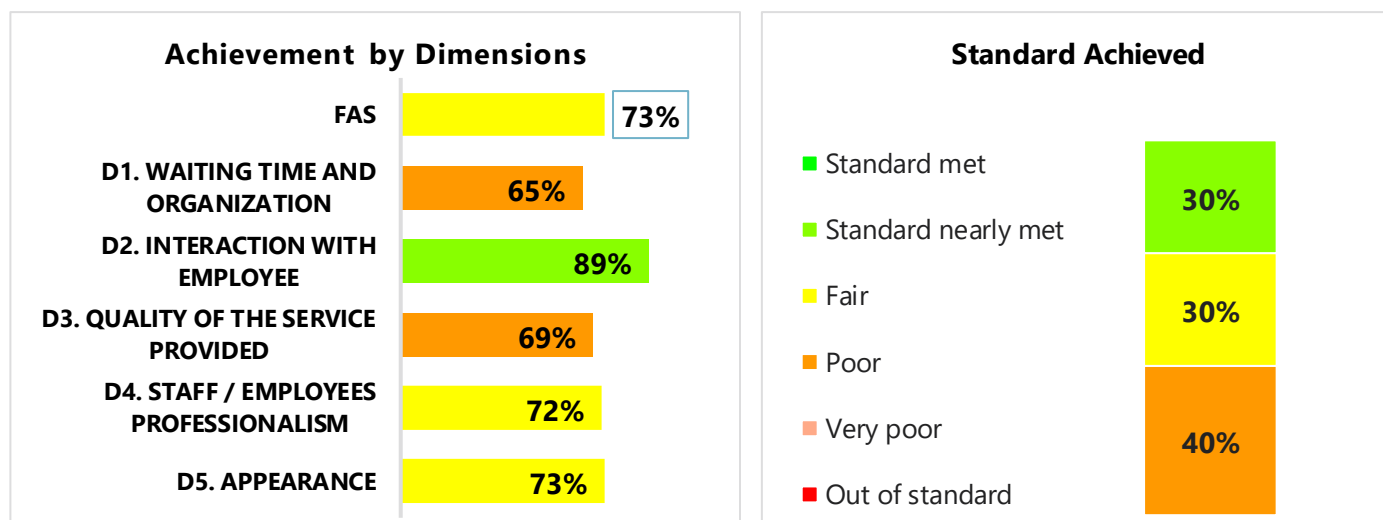
Main issues include: Branches usually do not have clear signage related to offered services, directional signs, or a queue management system. Employees sometimes do not check whether something was left unclear to the customer. They rarely wear uniforms or tags/badges. Branches are not well adjusted to people with disabilities. Service list is not always posted. Emergency exits are not easily visible. Self-service corners, toilets for customers, and bins in the waiting area are not present in all DPT branches.
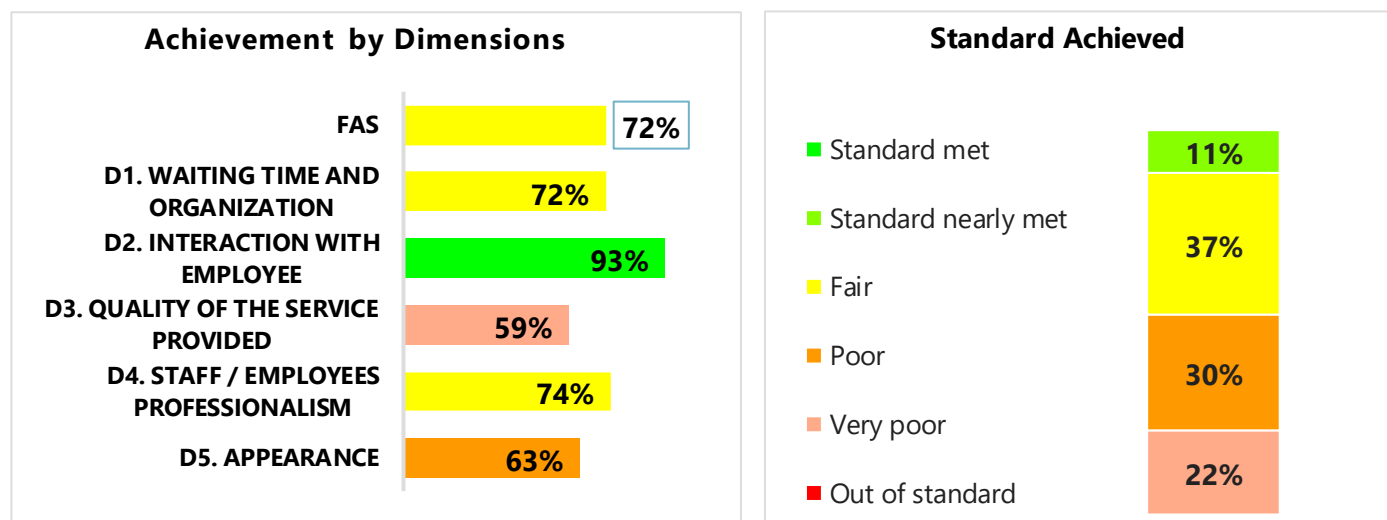
<div align="center">

ISSH

</div>

ISSH performs poorly in general, with an achievement score of 68%. Among ISSH branches, ISSH Korçë performs best and meets all the standards (93%), while ISSH Urë Vajgurore (48%) and ISSH Bulqizë (34%) perform out of standards. Looking at individual dimensions, the standards related to interaction with employee (89%) are nearly met. Compliance with staff professionalism (71%) standards is evaluated as fair. Performance related to waiting time and organization (67%) and branch appearance (64%) standards is evaluated as poor, while service quality (55%) standards are very poorly followed. Performance is on a similar level regardless of the service a customer inquires about.

<div align="center">

GAME CHANGERS Ipsos

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Graph 18: Achievement by Dimensions and Standard Achieved

Base: ISSH visits (N=244)
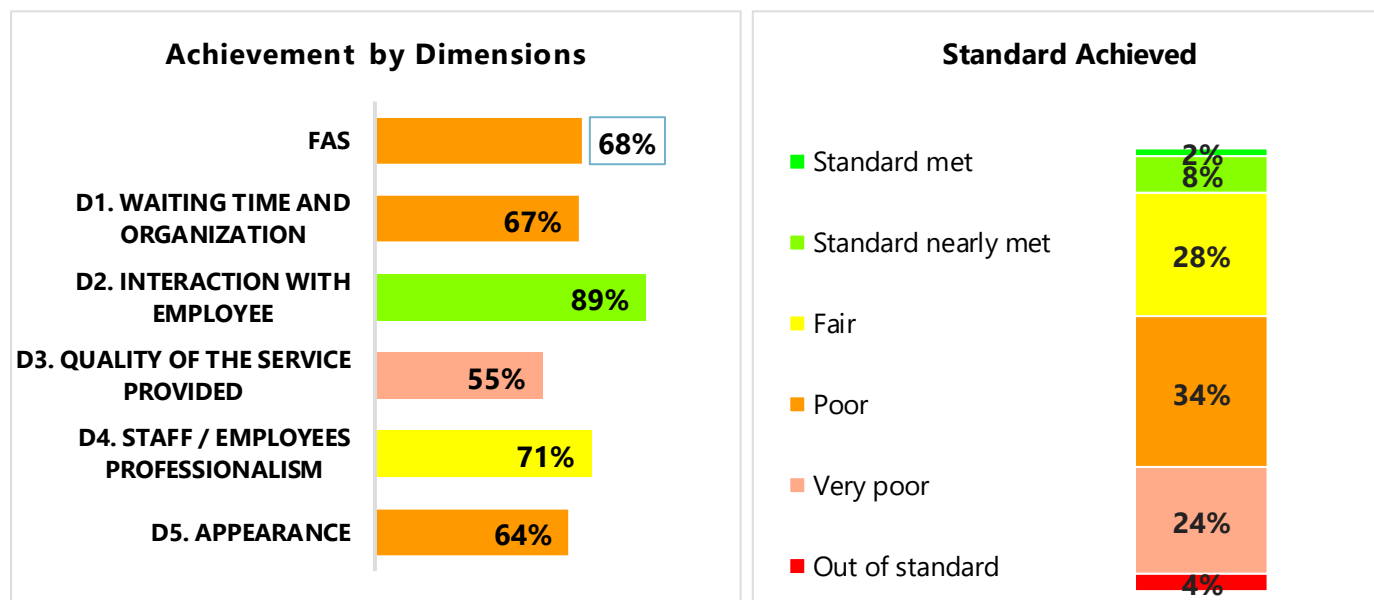
Main issues include: The branches usually do not have queue management system and clear signage related to the services they offer. Employees sometimes fail to provide the necessary information about the time required for a service to be provided or ask the customers whether everything is clear to them. They rarely wear uniforms or tags/badges. Inside the branches, there are usually no Service lists posted, emergency exits are not visible enough, while toilets for customers, information and self-service corners, as well as bins in the waiting area are not always present. Every second branch is not adjusted to be accessible for wheelchair users.
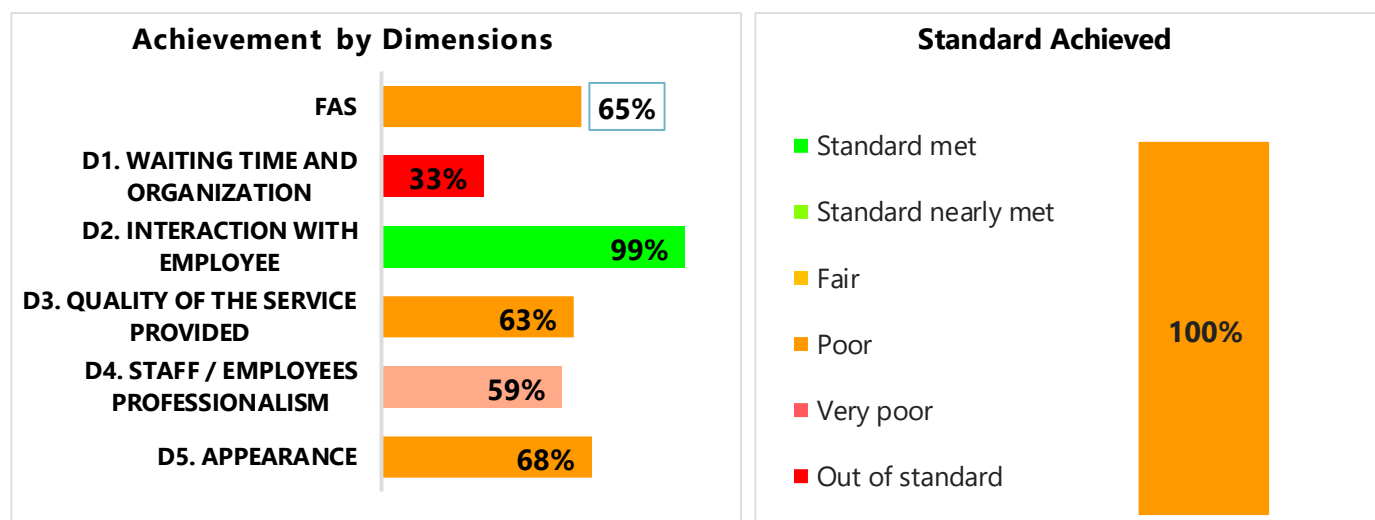
QKB

QKB performs fairly in general, with an achievement score of 72%. Among QKB branches, QKB Tropojë (87%) and QKB Tiranë (Qendër) (86%) perform the best, while QKB Tepelenë (54%) performs the lowest. Looking at individual dimensions, the standards related to interaction with employee (93%) are completely met. Staff professionalism (74%) and waiting time and organization (72%) standards are fairly met. Branch appearance (63%) standards are poorly followed, while compliance with service quality (59%) standards is evaluated as very poor. Performance is on a similar level regardless of the service a customer inquires about.

Graph 19: Achievement by Dimensions and Standard Achieved

Base: QKB visits (N=104)

Achievement by Dimensions	
FAS	72%
D1. WAITING TIME AND ORGANIZATION	72%
D2. INTERACTION WITH EMPLOYEE	93%
D3. QUALITY OF THE SERVICE PROVIDED	59%
D4. STAFF / EMPLOYEES PROFESSIONALISM	74%
D5. APPEARANCE	63%

Standard Achieved	
Standard met	11%
Standard nearly met	37%
Fair	
Poor	30%
Very poor	22%
Out of standard	

Main issues include: Branches do not usually have queue management system. Only a fourth of the employees wears uniform or tags/badges. They rarely check whether something was left unclear to the customers. In one case it was implied that the customer would have to pay an additional fee in order to get the requested service. Not all the branches have ramps or lifts for wheelchair users. Inside the branches, waiting areas with chairs and bins, information and self-service corners, toilets for customers, clearly visible emergency exits or fire protection systems are rarely present.

QSHA

QSHA in Tiranë performs poorly in general, with an achievement score of 65%. Looking at individual dimensions, the standards of interaction with employee are completely met (99%), however, performance on other dimensions is notably lower. Service quality (63%) and branch appearance (68%) standards are poorly complied with, standards related to staff professionalism are very poorly followed (59%), and performance related to waiting time and organization (33%) is out of standard.

GAME CHANGERS Ipsos

Graph 20: Achievement by Dimensions and Standard Achieved

Base: QSHA visits (N=10)

Achievement by Dimensions

Dimension	Value
FAS	65%
D1. WAITING TIME AND ORGANIZATION	33%
D2. INTERACTION WITH EMPLOYEE	99%
D3. QUALITY OF THE SERVICE PROVIDED	63%
D4. STAFF / EMPLOYEES PROFESSIONALISM	59%
D5. APPEARANCE	68%

Standard Achieved

- Standard met
- Standard nearly met
- Fair
- Poor
- Very poor
- Out of standard

100%

Main issues include: QSHA branch does not have clear signage related to offered services and does not have a queue management system. Employees sometimes do not check whether something was left unclear to the customers, and do not try to ensure confidentiality enough. They do not wear uniform or tags/badges. The branch is not well adjusted to wheelchair users. There is no visible Service list posted. There are no information and self-service corners, toilets for customers, air conditioning, nor clearly visible emergency exits.

SHKP

SHKP performs fairly in general, with an achievement score of 76%. SHKP Devoll (98%) performs the best out of all visited branches of all the institutions on scope, while SHKP Malësi e Madhe (61%), SHKP Delvinë (60%) and SHKP Peqin (59%) perform the lowest among SHKP branches. Looking at individual dimensions, the standards related to interaction with employee (91%) waiting time and organization (91%) are met. Staff professionalism (77%) standards are on a fair level. Compliance with branch appearance (71%) standards is evaluated as poor, while compliance with service quality (59%) standards is evaluated as very poor.

Graph 21: Achievement by Dimensions and Standard Achieved

Base: SHKP visits (N=173)
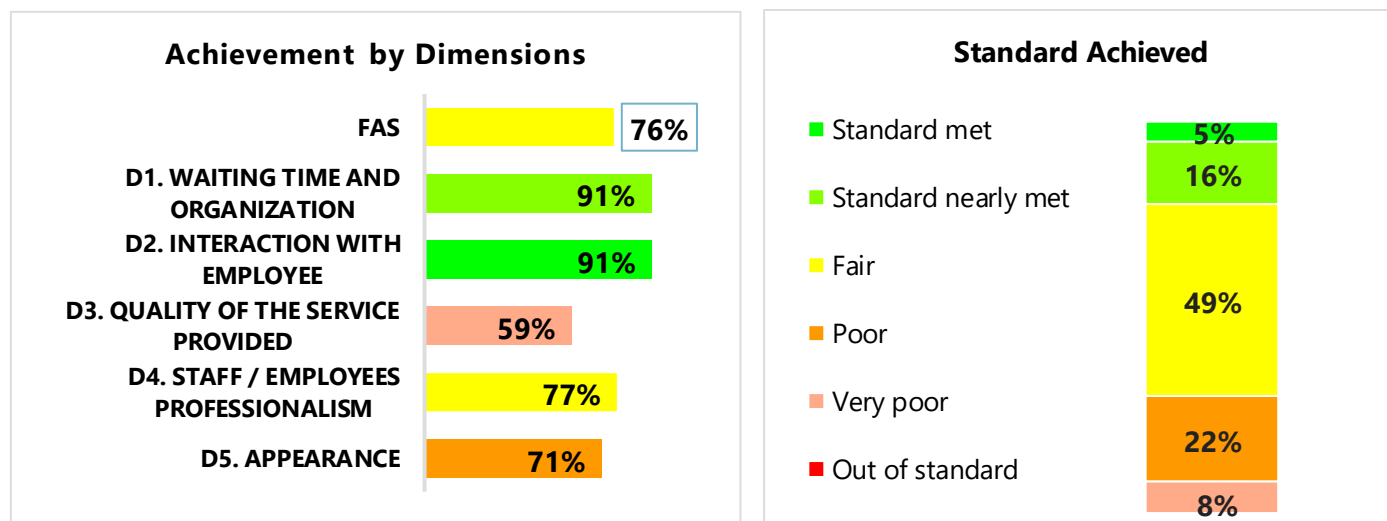
Main issues include: Branches usually do not have a queue management system. Employees do not wear uniforms or any type of identification. They do not have the tendency to check whether something was left unclear to the customers. SHKP branches are not well adjusted to wheelchair users. Inside the branches, Service lists are not usually posted. Clearly visible emergency exits and toilets for customers, bins in waiting areas and self-service corners are absent.

SHSSH

SHSSH performs poorly in general, with an achievement score of 63%. Among SHSSH branches, SHSSH Fier (78%) performs the best, while SHSSH Gjirokastër (51%) performs out of standard. Looking at individual dimensions, the standards related to interaction with employee are nearly met (86%), while performance on other dimensions is notably lower. Staff professionalism (68%) as well as waiting time and organization (68%) standards are poorly followed. Compliance with branch appearance (52%) standards is evaluated as very poor. While performance related to service quality (45%) is out of standard.

Graph 22: Achievement by Dimensions and Standard Achieved

Base: SHSSH visits (N=67)
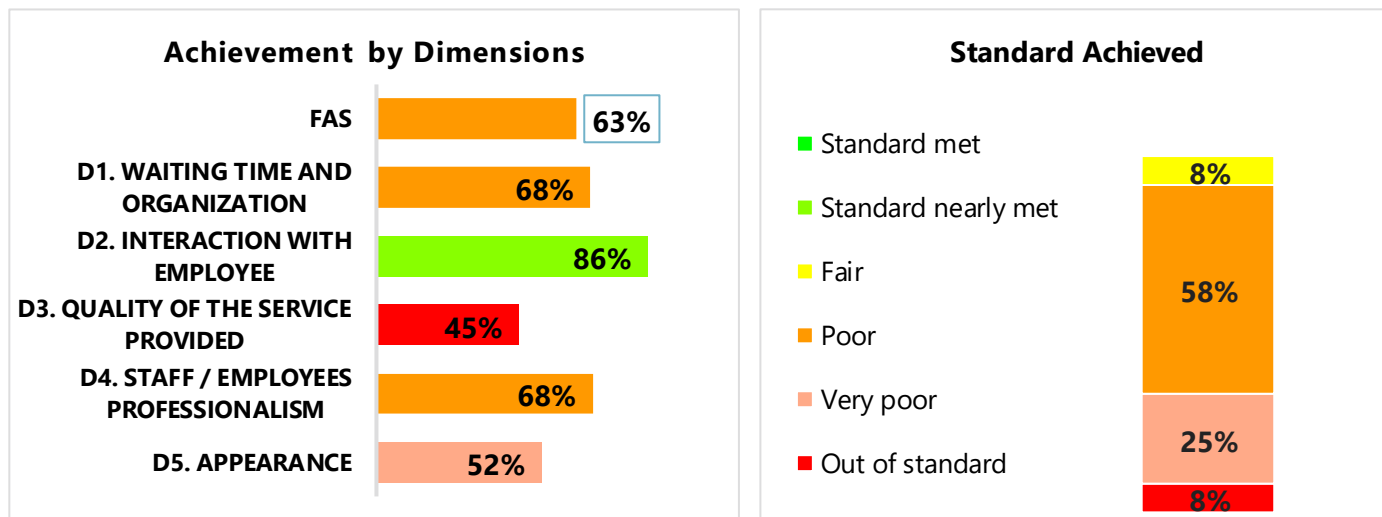
Main issues include: Branches usually do not have a queue management system. Employees do not give information about the time needed for services to be completed, or check whether something was left unclear to the customer. They do not wear uniforms or any type of identification. Branches are generally not well adjusted to wheelchair users. They do not always have clearly posted working hours at the entrance. Service passports, Service list, de-regulation and 'shqiperiaqeduam.al' posters are rarely present in branches. Information and self-service corners waiting areas with chairs and bins, toilets for customers and air conditioning are lacking. Emergency exits and fire protection systems are not visible enough.
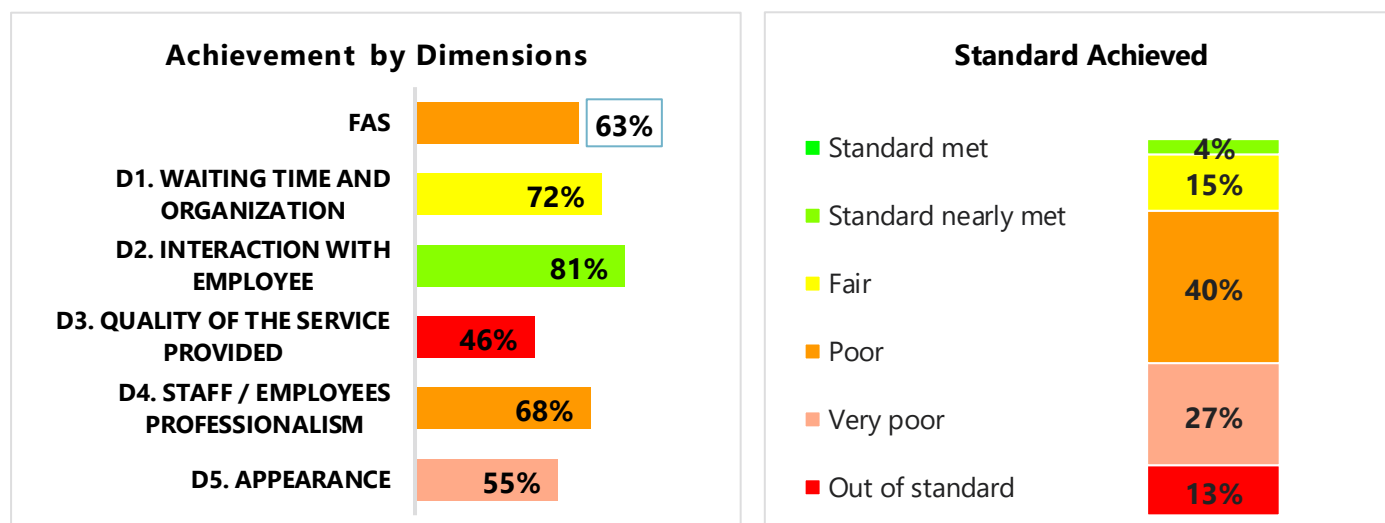
Universiteti

Universiteti (Universities) performs poorly in general, with an achievement score of 63%. Among Universities, Universiteti "Luigj Gurakuqi"-Fakulteti i Drejtësisë Shkodër (87%) performs the best, while Universiteti "Ismail Qemali"-Fakulteti i Shëndetit Publik Vlorë (50%), Universiteti i Tiranës-Fakulteti i Arteve të Bukura Tiranë (48%), Universiteti "Ismail Qemali"-Fakulteti i Shkencave Teknike Vlorë (47%), Universiteti Politeknik- Fakulteti i Inxhinierisë Mekanike Tiranë (45%), Universiteti "Eqerem Çabej"-Fakulteti Ekonomik Gjirokastër (44%), Universiteti "Fan Noli"-Fakulteti i Shkencave të Natyrës dhe Shkencave Humane Korçë (42%), and Universiteti i Mjekësisë-Fakulteti i Mjekësisë Tiranë (39%) perform out of standard. Looking at individual dimensions, the standards related to interaction with employee are nearly met (81%). Performance related to waiting time and organization is evaluated as fair (72%). Compliance with staff professionalism standards is evaluated as poor (68%), compliance with branch appearance standards is evaluated as very poor (55%), while performance related to service quality (46%) is

out of standard. Performance is on a similar level regardless of the service a student inquires about or applies.

Graph 23: Achievement by Dimensions and Standard Achieved

Base: Universiteti visits (N=155)

Achievement by Dimensions

Dimension	Value
FAS	63%
D1. WAITING TIME AND ORGANIZATION	72%
D2. INTERACTION WITH EMPLOYEE	81%
D3. QUALITY OF THE SERVICE PROVIDED	46%
D4. STAFF / EMPLOYEES PROFESSIONALISM	68%
D5. APPEARANCE	55%

Standard Achieved

Category	Value
Standard met	4%
Standard nearly met	15%
Fair	40%
Poor	
Very poor	27%
Out of standard	13%

Main issues include: Usually, there is no queue management system. Employees do not give any information about the time needed for a service to be completed, or check whether something was left unclear to the students/citizens. Employees also do not wear uniforms or tags/badges. Offices are not easily accessible by wheelchair users. They do not have waiting areas with chairs and bins. Standard application forms are not used when applying for a service. Service passports, de-regulation and 'shqiperiaqeduam.al' posters and Service list are not always posted. Emergency exits are not clearly visible, and self-service and information corners are missing.

Comparison with 2018

When comparing the results for 2019 to those of 2018, it should be taken into consideration that the questionnaire, which has an increased number of defined standards, the number and location of visits as well as the grading system (Dimension 2: Interaction with employee and Dimension 3: Quality of the service provided) differ from one year to the other. This is crucial as it does not allow a binding or valid comparison amongst the two editions. Thus, both positive and negative trends identified should only be regarded as indications provided merely for informative purposes and taken with all the necessary caveats. This means that despite the fact that there could be an apparent change in achievement (whether increase or decrease) between 2018 and 2019, this does not necessarily reflect the fact that the said institution actually performed better/worse, as the means of measuring are different between the editions.

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Institutions which were visited both in 2018 and 2019 and are subject of the comparison exercise include: ADISA, QKB, DPT, DPSHTRR, ISSH, DPGJC and ASHK. In case of ASHK, visits in 2018 were conducted in two of the constituting institutions: ZRPP and ALUIZNI. In total there were 1818 visits across 350 branches and 18 institutions in 2019, whereas in 2018 the number of visits as well as the number of branches and institutions were significantly lower (344 visits; 75 branches; 8 institutions).

The overall score for 2019 (74%) is lower, but still at the same (fair) level as in 2018 (80%). In 2019, lower achievements were formally recorded on the majority of dimensions.
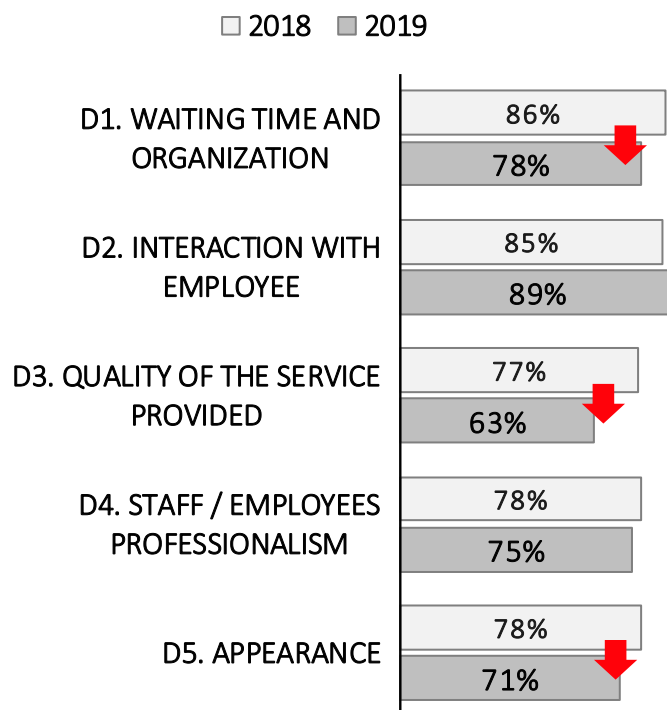
Graph 24: Achievement by Dimensions

Base: All visits in 2018 (N=344), Visits to specific institutions in 2019 (N=1098)

⬆ *Score increase (score >5%) compared to 2018**

⬇ *Score decrease (score <5%) compared to 2018**

Achievement by Dimensions*

□ 2018 ■ 2019

Dimension	2018	2019
D1. WAITING TIME AND ORGANIZATION	86%	78% ⬇
D2. INTERACTION WITH EMPLOYEE	85%	89%
D3. QUALITY OF THE SERVICE PROVIDED	77%	63% ⬇
D4. STAFF / EMPLOYEES PROFESSIONALISM	78%	75%
D5. APPEARANCE	78%	71% ⬇

* For 2019, results are only indicative given the noted changes with MS 2018.

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Accordingly, there is a higher percentage of branches which perform below fair level in 2019. Only 2% of the branches meet all the proposed standards, compared to 17% in 2018.

Graph 25: Standard Achieved

Base: All visits in 2018 (N=344), Visits to specific institutions in 2019 (N=1098)

⬆ *Score increase (score >5%) compared to the 2018**

⬇ *Score decrease (score <5%) compared to the 2018**
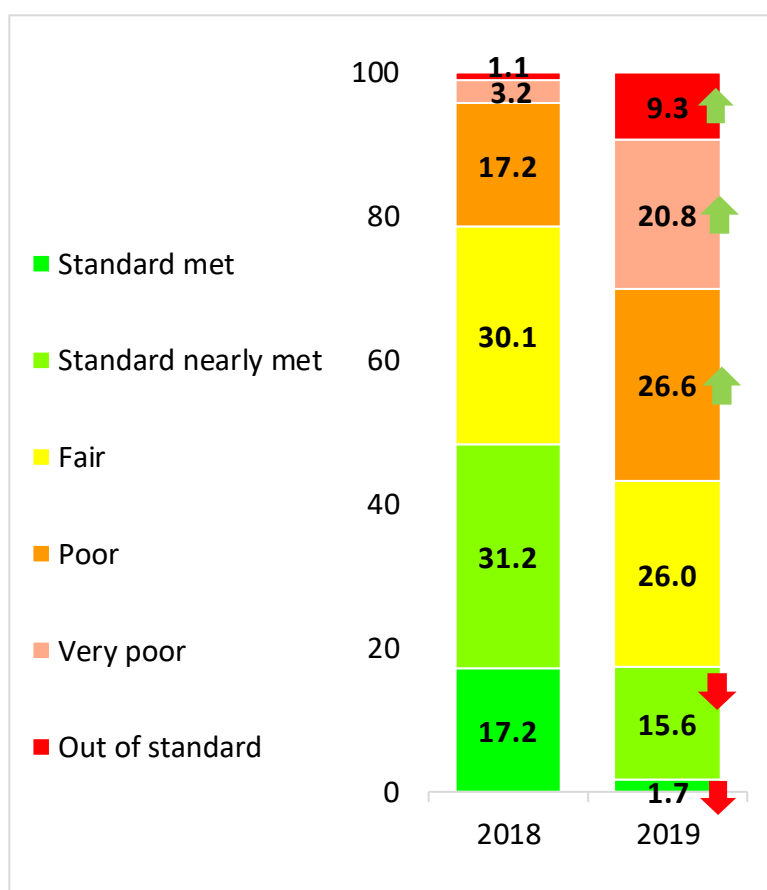
In both years, ADISA shows the highest achievement. In 2019 compared to 2018, the performance by DPSHTRR is positively noteworthy, while on the other hand the highest decrease is recorded for DPGJC.

Graph 26: Achievement by Institutions

Base: All visits in 2018 (N=344), Visits to specific institutions in 2019 (N=1098)

⬆ *Score increase (score >5%) compared to the 2018**

⬇ *Score decrease (score <5%) compared to the 2018**
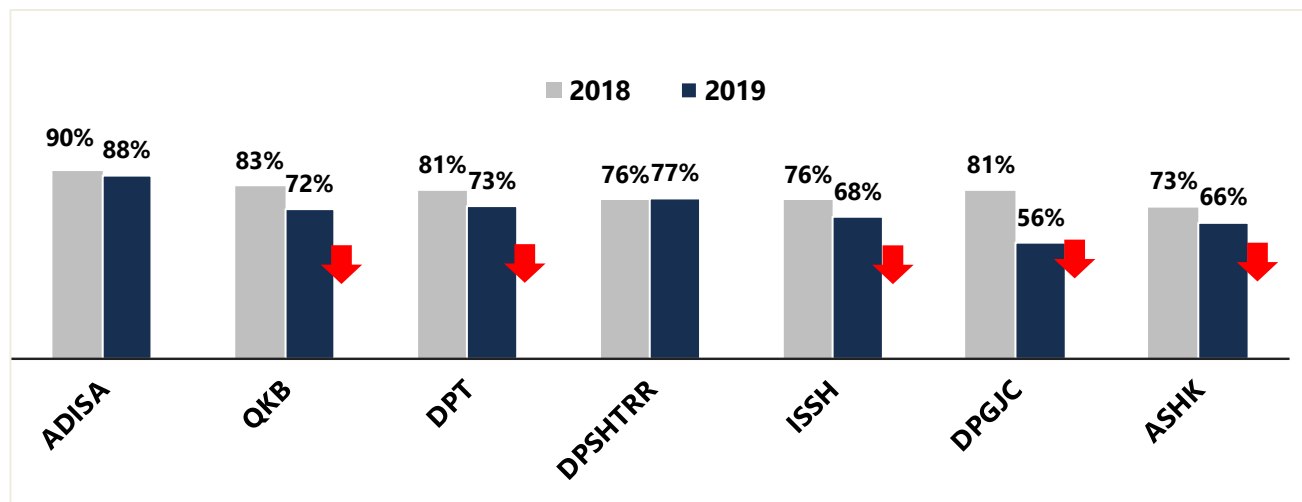
SUMMARY AND RECOMMENDATIONS

Executive Summary

MS 2019 FAS for the visited central government institutions is 72%, which accounts for fair achievement of public service delivery standards in Albania. ADISA performs at the highest level compared to other institutions (88%), while DPGJC performs at the lowest (56%). In terms of branch location by county, the highest achievement was recorded in Fier (78%) based on ADISA presence impact, and Korçë (77%), while Berat county (63%) (no ADISA presence) recorded the lowest achievement.

Besides ADISA, the two other top performers among institutions are DPSHTRR (77%) and SHKP (76%). Out of the three, ADISA records higher achievement on all dimensions, completely meeting the standards in three out of five dimensions. On the other hand, the overall achievement of DPSHTRR and SHKP is on a fair level, yet they underperform by one to two levels on standards related to appearance (DPSHTRR 67%, SHKP 71%) and service quality (DPSHTRR 66%, SHKP 59%).

About 4 in 10 of branches perform fairly or better, 1% records excellent achievement, while 7% do not meet the standards. Gjendja Civile Durrës 3 (33%) performs the lowest compared to other branches, while the top three non-ADISA performers are: SHKP Devoll (98%), DPSHTRR Fier (94%) and ISSH Korçë (93%). The top three performers among ADISA branches are ADISA Krujë (92%), ADISA Shkodër (90%) and ADISA Divjakë (89%).

Standards of staff interaction with the citizens/customers are nearly met (89%), while compliance with standards of staff professionalism (74%) and waiting time and organization/client management (75%) standards is evaluated as fair.

Overall, customers are directed to the right place. Employees are polite and seem interested in customers' request. They give a polite greeting and farewell, work efficiently enough and speak clear and loud enough. Employees respect the queue, maintain the dialogue, and pay attention to one customer at a time.

Employees also seem informed enough about specific services and make an effort to provide the necessary information to the customer. They generally give them clear and comprehensive information.

However, on the other hand, most clerks do not wear uniforms or name tags/badges. In 3 out of 4 institutions, there was no queue management system encountered. Sometimes it is not clear enough where to go in order to get the required information/documents/services given the lack of directional signage.

In addition, especially to the appearance dimension, every second institution visited is not properly set up to be accessible for the disabled. They do not have any Service list posted. In the waiting areas, amongst the instances when there is in fact a waiting area at all (AKU and DPP branches do not have a waiting area) there is an issue with litter management (lack of trash bins). Emergency exits are not clearly visible and most branches do not have self-service corners or information corners, nor toilets available for customers.

Employees' service quality dimension comprises additional issues. Generally, it is not clear how much time is required for the service and customers are not encouraged to ask when additional information or explanation is needed. Mystery shoppers reported that in some visits, employees refused to give the requested information, mostly with arguments that such service was not under their jurisdiction, or that customer first had to bring the necessary documents, that he/she could not inquire on someone else's behalf, or could obtain information on the given service only close to the deadline for application, not in advance. In two visits (in one visit to DPSHTRR Durrës and one visit to QKB Vlorë) the front office employees implied that paying an additional amount of money would enable/speed up the process of getting the requested service. There were also cases where clerks had conversations with other colleagues or were on personal phone calls in the presence of customers.

In other aspects, branches seem poorly equipped to handle complaints. Employees usually do not adequately guide the customers to make a compliant, there is no dedicated complaint desk/window to go to, or any standard complaint form to fill.

ADISA branches are the most full in terms of average number of clients waiting in line for services and the waiting time. However, they do have the largest service delivery capacity considering the number of existing/available counters. Long waiting time on average was recorded in branches of ASHK, ATP and DPGJC. By municipalities, branches located in Shkodër are the most crowded, with about five clients waiting in line on average. On the other hand, employees rarely mention the remote channels such as online services as a useful alternative to coming to the branch. They did so only in 12% of the visits.

A number of branches were found closed during their working hours, which was checked at different times during the fieldwork. This was the case with DPP Berat, DPP Mat, and AZHBR Gjirokastër, which were visited at least three times on different days and found closed each time. In some other cases, branches were closed due to damages resulting from the earthquake of November 2019.

Finally, in regard to the comparison with 2018 results, in the 2019 MS assessment, the changes in the questionnaire with an increased number of defined standards, significantly increased number and location of visits, and the grading (measurement) system differences mean that the positive/negative trends identified should be viewed only as indications and taken with due caution. In this context, when the same institutions visited in both years are taken into

consideration (ADISA, QKB, DPT, DPSHTRR, ISSH, DPGJC, and ASHK), the overall score for 2019 is found to be lower (74%) but still at the same (fair) level as in 2018 (80%). In 2019, on all dimensions result lower, except for interaction with employee, which records improvement. In both years ADISA shows the highest achievement.

Recommendations

Since they work in public institutions, all employees should be **reminded to wear adequate uniforms** and **position/name tags.** Wearing them should be part of the routine of each employee when preparing to start their everyday work. Supervisors and higher management ought to remind them or check whether this standard of formal wear is met each working day.

Employees should also be reminded to show more initiative when talking to customers who come to ask for information or apply for a service. **A detailed outline of procedures and time required for each service** could be very important information for customers, who need to get every service in the quickest way possible, and preferably in one go, especially when confronted with long waiting lines. Leaving certain elements unclear means that the same customer must come back another time and that an employee would have to take additional time and effort to respond to the customer's request. Procedures and next steps could be also **graphically explained in each branch**, e.g. in a form of a **poster**, which should be placed in a visible manner.

Standard working hours of branches are from 08:00h to 16:00h (except for Friday), even though it should be noted that several branches maintain shorter and different hours from others even in the same institutions. This is problematic, especially for employed customers. If such customers need to go to a branch service window for a service, they are forced to leave their work place for some time, which is not convenient. **Extending the working hours of branches** to at least 18:00h, organizing their timetable in **two or three shifts** should be considered. In this way, customers would be able to visit specific branches after work, which can suit them the most.

Physical aspects, i.e. technical and organizational elements of the branches should be further considered, since they are expected to be the same in every institution and 100% fulfilled. Where there is no technical queue management tool, **client management** should be done by one or more employees to make sure that every customer is directed to the right place, especially when there is a crowd. Such organization saves time and effort both customers and employees. **Service lists posted and clearly marked directional signs in the service space** are of key importance for directing the clients. Time could be saved if more institutions had **information corners** and **self-service corners.** Also, all public institutions should be adjusted to all citizens. Hence, attention should be paid to ensuring as easy access as possible to people with disabilities through installing **ramps or platform lifts** as needed in each branch. Waiting areas should have **trash bins in place**, which should be emptied in a timely manner. Since a number of customers would have to wait for

a long time in line, it is necessary to have **clearly marked and visible toilets** available for them to use.

Service sector is getting more and more digitalized, so various products and services are already available online – public services are no exception. **Directing customers to online** environment solves the problems of crowds in branches, saves time and client management effort, making the everyday work more efficient. Transition to e-platform is specifically attractive to younger, tech-savvy customers, predominately students. It is also very convenient for simple services, which do not require much documentation. At first, e-platforms should be promoted in media and in branches, via **commercials, posters, brochures**, and **employees should make sure they inform the customers** of the purpose of such platforms and how to access them. In order to appeal to the older generation as well, tutorials can be developed and easily accessed within the websites explaining the procedures step by step. Given that e-Albania provides access to an e-platform where all citizens with a login and password created by specific criteria can join, an additional feature where citizens can be able to book an appointment would be helpful, if a procedure for some service cannot be finished online. Computer Assisted Telephone Interviewing (CATI) can be incorporated to check in real-time citizen's satisfaction in addition to a call center for all citizens to reach, in case of any issues encountered.

Suggestions for Future Research

Considering the focus on online public services, an **Omnibus research** is suggested in order to gain insights about the usage of online platform by citizen and intention to start/continue using it in the future. Among other questions, both users and non-users would be asked which services they most frequently applied for or inquired about, online or at the branches, as well as what they expect to gain from the online channel.

Online interface itself could be studied in detail by a **Usability test** research, which is a qualitative method of testing the experiences of users of specific websites, pages or platforms. By recording the real-time experience of using the platform for some purposes, this research can identify how users perceive the platform, how they navigate on it, what difficulties they face, whether they understand the language used and its functionalities, etc.

Another suggested research takes real branch visitors as the target group. **Exit interviews** with the duration of maximum 5 minutes would be taken in front of or inside the designated branches. Customers which come to the branch for some specific service would be interviewed upon leaving, in terms of their satisfaction with the service provided, employees' behaviour, as well as waiting time, and queue management.

On the other hand, it is suggested that in addition to Mystery Shopper assessment of branch performance, Service Information Contact Center evaluation should be carried out through **Mystery Caller** research. Mystery Callers would call the Contact Center in order to inquire about

specific services, so they can then go to the branch or conduct everything online. Some of the aspects which could be measured are: employee responsiveness, tone of conversation, willingness to give necessary information, to direct to the online channels or explain the next steps, etc.

Such research can help identify the strengths and weaknesses in how services and information on them is provided, and in what way these can be improved in line with citizen needs and expectations.