



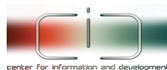
REPUBLIKA E SHQIPËRIË  
KRYEMINISTRIA

# MYSTERY SHOPPER 2018

PERFORMANCE ASSESSMENT  
OF CENTRAL INSTITUTIONS  
IN PUBLIC SERVICE DELIVERY



Gender Alliance for Development Center  
Qendra Aleanca Gjinore për Zhvillim



center for information and development



AGENZIA ITALIANA  
PER LA COOPERAZIONE  
ALLO SVILUPPO

AUSTRIAN  
DEVELOPMENT  
COOPERATION



Empowered lives.  
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Performance assessment of central institutions  
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Tirana, July 2018



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**The project “Mystery Shopper: Performance assessment of central institutions in public service delivery” by the consortium of three civil society organizations: The Institute for Development, Research and Alternatives (IDRA) project leader, the Gender Alliance Center for Development (GADC) and the Center for Information and Development (CID), partners, was carried out with the assistance of the ISDA Support Project, a donor pool fund with contributions from the Italian and Austrian government as well as from the United Nations Development Programme (UNDP), which supports furthering the citizen-centric service delivery reform in Albania, and is implemented by the Government of Albania in partnership with UNDP. This assessment report summary is published in the framework of such project. Its content is the responsibility of the authors and does not necessarily represent the views of the Government, donors or UNDP.**

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# ABBREVIATIONS

**ADISA**  
**ALUIZNI**

**CID**  
**CSC**  
**GADC**  
**GDCS**  
**GDRTS**  
**GDT**  
**IDRA**  
**I PRO**  
**NBC**  
**SII**  
**UNDP**

**Agency for the Delivery of Integrated Services Albania**  
**Agency for Legalization, Urbanization and Integration of Informal Areas and Buildings**  
**Center for Information and Development**  
**Citizen Service Center**  
**Gender Alliance Center for Development**  
**General Directorate of Civil Status**  
**General Directorate of Road Transport Services**  
**General Directorate of Taxes**  
**Institute for Development, Research and Alternatives**  
**Immovable Property Registration Office**  
**National Business Center**  
**Social Insurance Institute**  
**United Nations Development Programme**



# EXECUTIVE SUMMARY

## “MYSTERY SHOPPER: Performance Assessment of Central Institutions” in Public Service delivery

The “Mystery Shopper Project - Performance Assessment in the Provision of Public Services by Central Institutions” was accomplished by a consortium of three civil society organizations: the Institute for Development, Research and Alternatives (IDRA), the Center for Information and Development (CID) and the Gender Alliance for Development Center (GADC); through the assistance of the ISDA Support Project, a joint donor fund with contributions from the Italian, Austrian government, and United Nations Development Program (UNDP), which supports the public services reform, and is implemented by the Albanian government in partnership with UNDP.

“Mystery Shopper Visits” was used as an assessment tool for the accomplishment of this study. This tool is widely used in the evaluation of the provision of services by private operators, and is being used for the second time in evaluating the service provided by public institutions in Albania. In comparison with the first time, this assessment has had a greater purpose and scope, such as:

➔ Evaluation has been extended to a greater number of institutions;

- ➔ In this evaluation wave are included the counters of ADISA centers;
- ➔ The evaluation dimensions have been further elaborated and developed;
- ➔ In the focus of the evaluation, along with the information acquisition component are added two other components, which are service delivery and complaint filing;
- ➔ Virtual service window evaluation has been piloted through the assessment of e-permit application experience.

“Mystery Shopper” is a trained observer for public service procedures that interacts with public service personnel and performs immediate reporting based on his experience.

The purpose of the mystery shopper visit is to test whether the service provided meets the stated standards; to observe employee interpersonal skills; to evaluate their performance aiming to identify the strengths and weaknesses in receiving a service, indicating where improvements need to be made.



# INTRODUCTION

- ↳ The project “Mystery Shopper: Performance assessment of central institutions in public service delivery” – is part of the activities under the public services reform led by the Deputy Prime Minister, and a priority of the Government of Albania (GoA), a priority of the Albanian government.
- ↳ It was carried out by the consortium of three civil society organizations: The Institute for Development, Research and Alternatives (IDRA) project leader, the Gender Alliance Center for Development (GADC) and the Center for Information and Development (CID), partners.
- ↳ The project was financed by ISDA Support Project, a donor pool fund with contributions from the Italian and Austrian government as well as from UNDP.

The projects includes:

  - ◆ The Assessment Report.
  - ◆ Recommendations for the implementation of this assessment in a sustainable way and on a large-scale; as well as
  - ◆ The Excellence Award Ceremony in public service delivery in Albania.
- ↳ This is the second project undertaking the assessment of service delivery through the techniques of “Mystery Shopper Visits”. The first project was carried out at the end of 2016, again by a consortium of NGOs: The Institute for Development, Research and Alternatives (IDRA) project leader, and the Center for Information and Development (CID), partners, with the support of the Agency for Support of Civil Society\*.
- ↳ Compared to the first project, the assessment foreseen in the second initiative has a wider scope and a greater extent, considering that:
  - ◆ The assessment is extended to more institutions;
  - ◆ The assessment has included the counters of ADISA Citizen Service Centers (CSCs);
  - ◆ The evaluation dimensions have been further elaborated and developed;
  - ◆ In focus of the assessment along with the provision of information, two other components have been added, respectively, service delivery and filing of complaints;
  - ◆ The first pilot attempt to assess the virtual counters has been conducted through the evaluation of the experience of online submission for the e-permit service.
- ↳ For the second year in a row, the Excellence Award Ceremony in public service delivery in Albania is held. During the first Award Ceremony awards were presented to the best performing institutions (the three top ranked) and to the best branches (top three). The novelty this year is that awards are given to the best performing non-ADISA institutions and branch, as well as the best ADISA Center. This Award Ceremony is expected to become an annual tradition.

\*Mystery shopper visits: an assessment platform for improvement of public service, focusing on citizen”, 2016 <http://www.idrainstitute.org/files/klienti%20misterioz%20final.pdf>



# METHODOLOGY

## MYSTERY SHOPPER TECHNIQUES

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### *What is Mystery Shopping?*

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Trained observers who interact with the employees and complete a survey immediately after on their experience.

It is a snapshot of actual events, such as sales or service interactions.

Describes what employees factually do, not just citizens' opinion on them.

---

### *What are the objectives of Mystery Shopping?*

---

To test whether the service provided meets declared purposes and standards.

To assesses the administrative function and interpersonal skills of employees.

To evaluate the professionalism, transparency and appearance.

To identify the strength and poorness and help to identify where service delivery can be improved.

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### *What are the benefits?*

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Offers advice and information concerning actions that will improve the work of the institution in the perspective of service delivery.

Identifies specific files or elements where service delivery can be improved.

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### *Who are the Mystery Shoppers?*

---

Trained persons on procedures and “standard” expectations that must be met during service delivery.

Less biased and more objective than citizens.

They provide information when it is needed based on a specific structure.



# METHODOLOGY

## Objective and Approach

### Study objectives

The objective of this study is the monitoring and evaluation of service delivery standards in public institutions and in their respective branches.

- ↳ The assessment focuses on five main dimensions:
  - ◆ Waiting time
  - ◆ Employee Attitude
  - ◆ Quality of Service
  - ◆ Professionalism
  - ◆ Premises

Every dimension is composed by a group of relevant questions.

The components on focus are:

- ◆ Service delivery
- ◆ Provision of information
- ◆ Filing of complaints

### Approach to Institutions

This study was carried out in the front offices of 7 main institutions in Albania as well as at ADISA. Each branch of each institution was visited in different time intervals from different "clients". In total, 14 scenarios have been performed, as follows:

- **NBC**, with the following scenarios: information on "Business closure-deregistration" and service delivery on "Request for name reservation"
- **GDT**, with the following scenarios: information on "Verification that all tax liabilities have been liquidated (ltd without obligations)" and service delivery on "Verification for unregistered individuals in the Tax Authority (without activity)"
- **GDRTS**, with the following scenarios: information on "Vehicle purchased abroad" and service delivery on "International driving permit"
- **SII**, with the following scenarios: Verification of contribution payments as an employee after 01.01.1994 " and information on "Retirement pension"
- **GDCR**, with the following scenarios: service delivery on "Family tree certificate" and information on "Marriage registration"
- **IPRO**, with the following scenarios: service delivery "Official property information for individuals and institutions" and Information on "Registration of inheritance act"
- **ALUIIZ**, with the following scenarios: Information on "Release of legalization permit" and Information on "Confirmation on submission for legalization of informal construction"





The above scenarios have been used also at ADISA CSC. Due to the existence of a unique information area at ADISA premises only two visits were carried out with the scenario "Request for information".

In this study an assessment on online services was also piloted through four in depth interviews with real applicants on their experience with e-permits.

Visits Distribution (March – April 2018)			
City	Institution		Total
	Adisa	Non-Adisa	
BERAT		28	28
DIBER		28	28
DURRES		28	28
KRUJE	10	2	12
ELBASAN		28	28
FIER	10	12	22
GJIROKASTER	12	8	20
KORCE		28	28
KUKES		28	28
LEZHE		28	28
SHKODER		28	28
KAVAJE	10		10
TIRANE	4	24	28
VLORE		28	28
Total	46	298	344

# METHODOLOGY

## Definition of dimensions

### Terms and definitions

- **Waiting time**, is the calculation of the queue waiting time.
- **Interaction with the employee**, is an estimate of the employee's performance during interaction with the client. In this section aspects such as courtesy, welcome, manner of communication etc. are measured.
- **Quality of service**, is the assessment of the whole information and service provided to citizens. It evaluates aspects such as accuracy and clarity of information.
- **Professionalism**, is the assessment of the level of excellence and competence expected from a public institution employee including confidentiality, attention and the overall ethic.
- **Premises**, is the observation of the interior and exterior appearance of the branch/ counter.

- **The general index**, is a combination of points for each dimension, with the following weights:

<b>Waiting time</b>	<b>15%</b>
<b>Interaction with the employee</b>	<b>15%</b>
<b>Quality of service</b>	<b>35%</b>
<b>Professionalism</b>	<b>25%</b>
<b>Premises</b>	<b>10%</b>
<b>Total</b>	<b>100%</b>

- The Standard Valuation Scale classifies branches based on the total points they assemble from 0-100 where 0=no standard and 100=standard reached.
- Based on the above, each branch that scores up to 50.9 points will be considered "out of standard" and all the branches that gather from 91-100 points will be considered as having fully reached the standard (refer to the chart below).





#### **EXPLANATORY NOTE**

*Branch index = average of branch visits*

*Institution index = average of branch indexes per institution(only for the branches managed by the institution, outside ADISA CSC).*

*General Index = average of institutional indexes*

*Scenario index = average of visits performed within the respective scenario*

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*Measurement of dimensions is done based on the criteria/features that come from consolidated practices from the private sector and international benchmarks, as well as established standards in Albania.*

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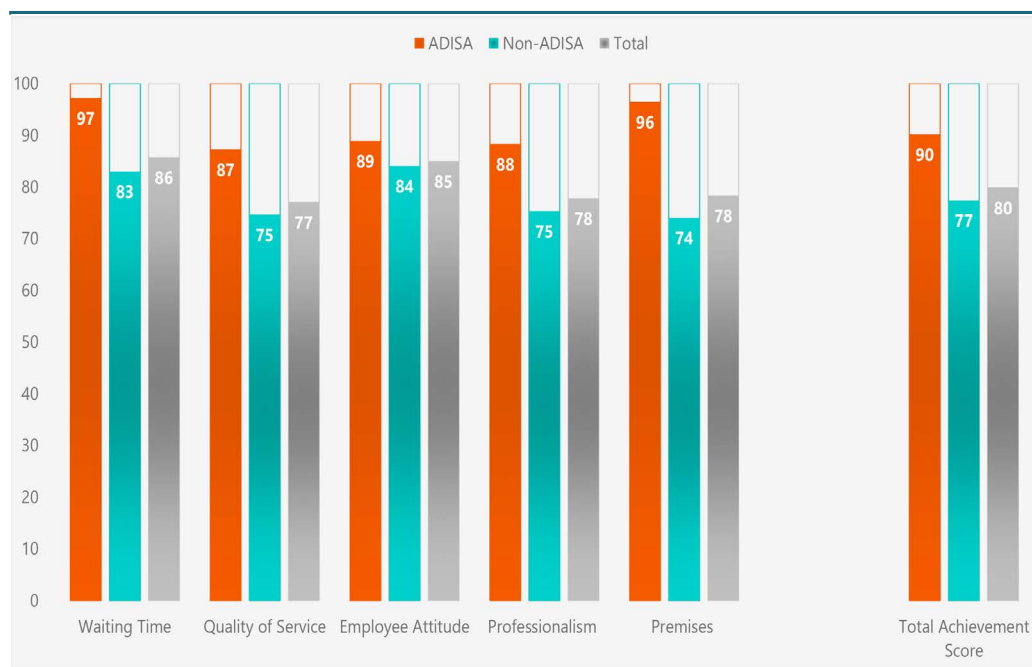
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# SUMMARY OF FINDINGS

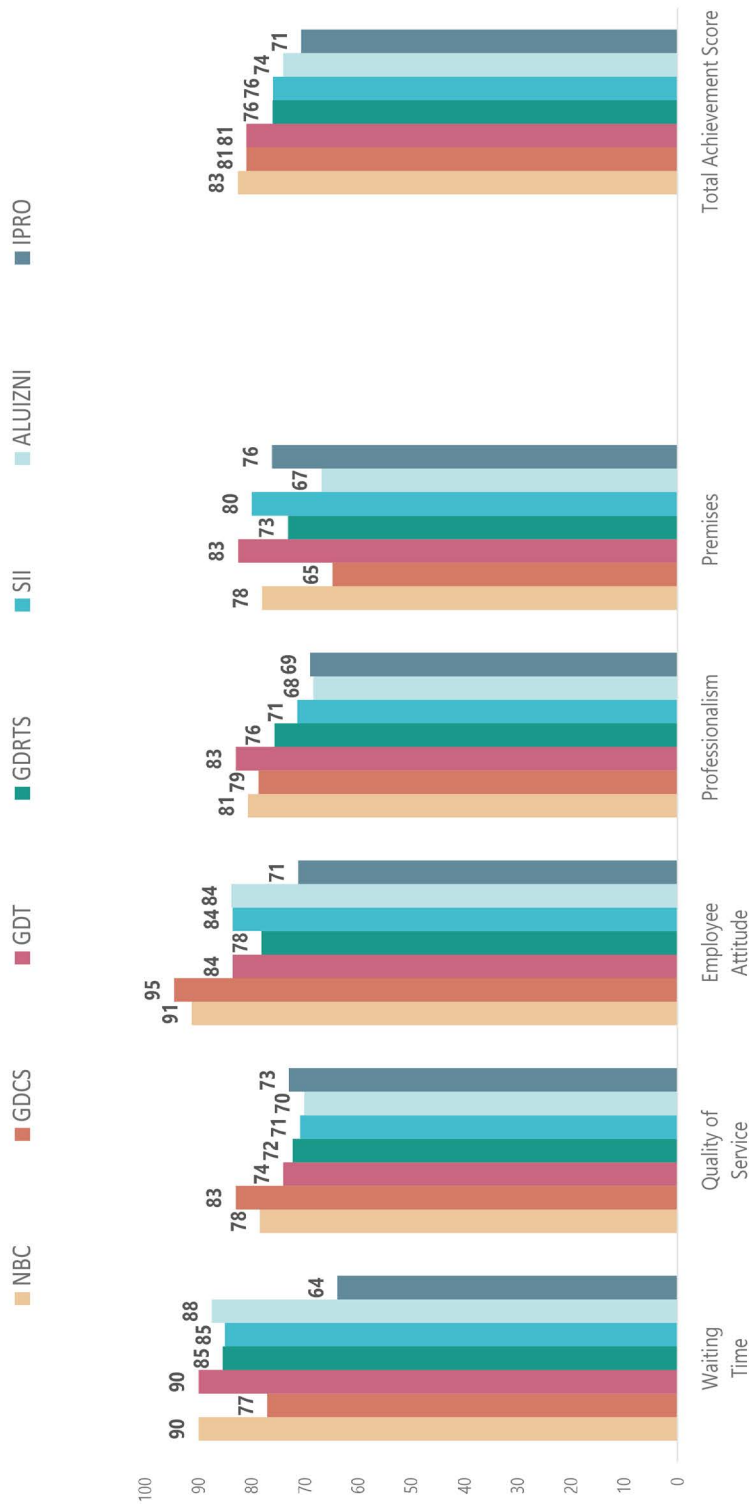
**Mystery Shopper: Performance assessment of central institutions in public service delivery**

# OVERALL ASSESSMENT

- ➔ The overall position of the institutions involved in the study appears at an average level (80 from 100).
- ➔ A higher performance is observed at ADISA CSCs (90 from 100), including all counters located in them. The counters of institutions without the ADISA “effect” obtain a general score of 77 points/100.
- ➔ For non ADISA counters the lowest ranked dimensions are Premises (74/100), Employee Professionalism and Quality of Service (75/100).
- ➔ For ADISA CSC all dimensions are highly rated, the highest ranked being the Waiting time (97/100) and Branch Premises (96/100).



# EVALUATION FOR EACH INSTITUTION Non-ADISA\*



# TOP & BOTTOM 10 BRANCHES

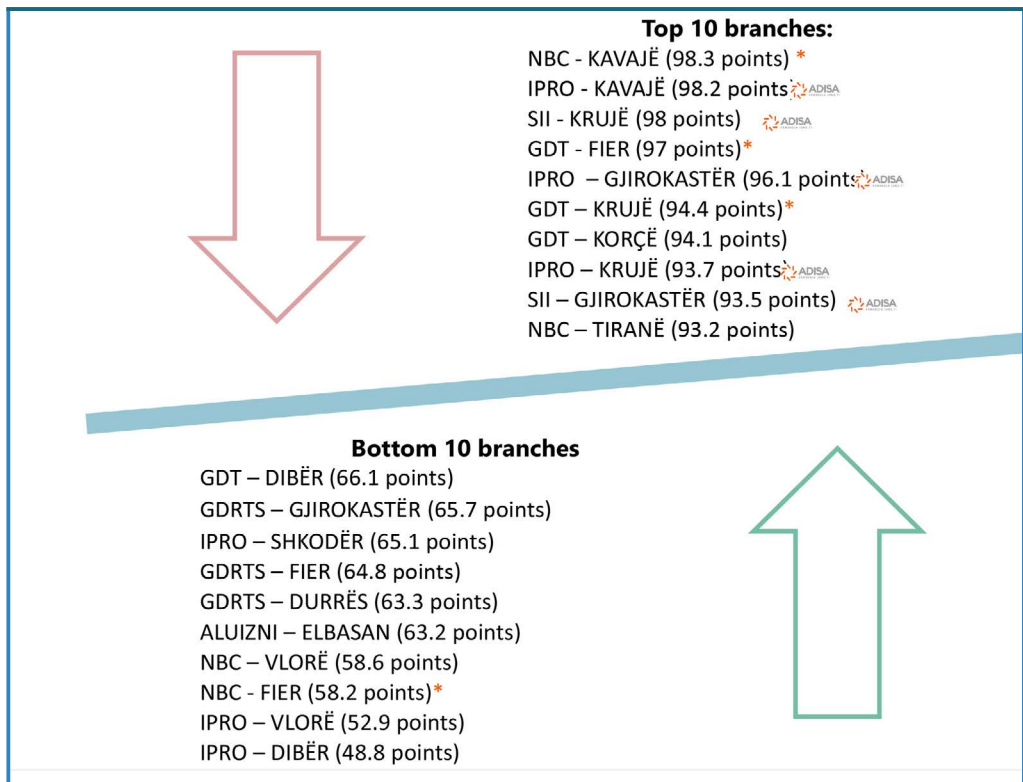
## All Branches\*

Based on the branch performance, the three best performing branches in the territory are:

- NBC Kavajë
- IPRO Kavajë
- SII Krujë.

While the three least performing branches are:

- IPRO Dibër
- IPRO Vlorë
- NBC Fier.





## BRANCHES RANKED BASED ON THE GENERAL EVALUATION NON-ADISA\*

Rank	Branches	Score
1	GDT- KORÇË	94.1
2	NBC- TIRANË	93.16
3	NBC- LEZHË	91.71
4	GDT-BERAT	91.3
5	GDRTS - KORÇË	90.5
6	GDRTS - KUKËS	89.28
7	GDRTS-BERAT	89
8	GDCS - VLORË	88.46
9	NBC - DURRËS	87.99
10	NBC -ELBASAN	87.22
11	SII - KORÇË	87.07
12	NBC-BERAT	87
13	GDT -ELBASAN	86.71
14	GDRTS -ELBASAN	86.44
15	GDCS -BERAT	86.27
16	GDT -VLORË	86.21
17	GDCS - KORÇË	86.03
18	NBC - KORÇË	85.84
19	IPRO - KUKËS	85.66
20	GDT -SHKODËR	85.14
21	SII - BERAT	85.01
22	GDT - LEZHË	84.85
23	GDCS -ELBASAN	84.49
24	GDCS -DURRËS	82.92
25	ALUIZNI -BERAT	82.45
26	GDRTS - DIBËR	81.77
27	IPRO - DURRËS	81.69
28	NBC - SHKODËR	80.54
29	GDCS - SHKODËR	80.42
30	SII - ELBASAN	80.33
31	ALUIZNI - KUKËS	80.1
32	ALUIZNI - TIRANË	79.95
33	GDCS - DIBËR	79.79
34	NBC - KUKËS	79.18
35	GDCS -KRUIJE	78.89
36	GDCS - TIRANË	78.84
37	IPRO - BERAT	78.45
38	GDCS -FIER	78.34
39	ALUIZNI - DIBËR	78.05
40	GDT -DURRËS	78.04

Rank	Branches	Score
41	GDCS -LEZHË	77.98
42	ALUIZNI - KORÇË	77.76
43	IPRO -ELBASAN	77.39
44	SII - VLORË	76.57
45	SII - LEZHË	76.25
46	ALUIZNI - DURRËS	76.05
47	SII - SHKODËR	75.66
48	GDRTS - SHKODËR	75.62
49	NBC - DIBËR	74.97
50	IPRO - LEZHË	73.67
51	ALUIZNI - LEZHË	73.31
52	IPRO - KORÇË	72.87
53	GDRTS - LEZHË	72.05
54	SII - DURRËS	71.09
55	ALUIZNI - GJIROKASTËR	70.83
56	ALUIZNI - VLORË	70.69
57	SII - TIRANË	69.68
58	SII - KUKËS	69.61
59	GDT - TIRANË	69.34
60	ALUIZNI - SHKODËR	69.32
61	GDCS - KUKËS	69.24
62	SII - DIBËR	68.3
63	GDT - KUKËS	67.84
64	GDRTS - TIRANË	67.43
65	GDRTS - VLORË	67.43
66	ALUIZNI -FIER	67.04
67	GDT -DIBËR	66.14
68	GDRTS -GJIROKASTËR	65.72
69	IPRO - SHKODËR	65.12
70	GDRTS -FIER	64.8
71	GDRTS - DURRËS	63.26
72	ALUIZNI -ELBASAN	63.19
73	NBC - VLORË	58.6
74	IPRO - VLORË	52.85
75	IPRO - DIBËR	48.81





# Summary of findings for ADISA CSCs

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Mystery Shopper: Performance assessment of central  
institutions in public service delivery

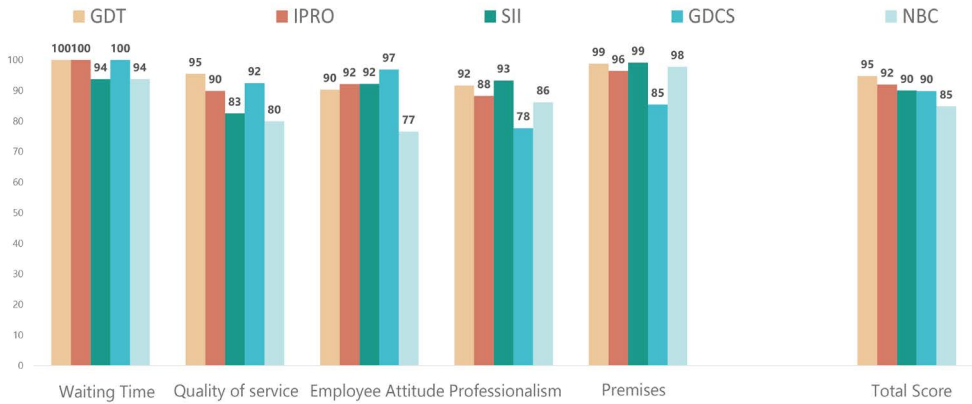


## FINDINGS ON ADISA CSCs

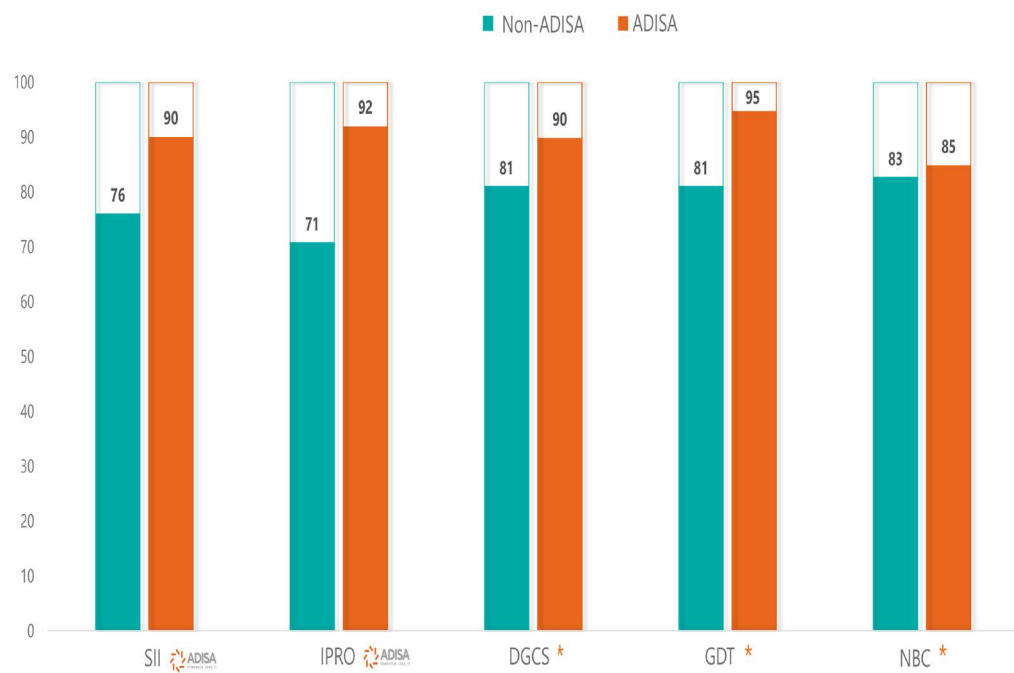
- ➔ ADISA CSC index assessment is high and close to the standard (90/100). Overall, about 11 counters have achieved the “Standard met” level, 6 counters “Standard nearly met”, while 1 collocated counter is estimated at a very poor level.
- ➔ ADISA CSCs with the highest score and which have met the standard in all dimensions are ADISA Kruje (94 points) and ADISA Kavaje (93 points).
- ➔ The best performing counter is NBC-Kavaja counter (98.3 points) closely followed by IPRO Kavaje and SII Kruje, whereas with the lowest points results the counter of NBC Fier (58.2 pikë), estimated considerably low compared to the other ADISA CSC counters.
- ➔ Quality of Service and Employee Attitude are two dimensions that need some attention in elements such as: improvement of employees knowledge and competencies and employees paying the appropriate attention to citizens. These two dimension have resulted with a low score especially in Fieri CSC. ADISA Branch Premises is rated well by the mystery shoppers. The buildings are reconstructed, inside and outside, all ADISA Centers have ramps enabling the access for all citizens. However in same cases the counters are higher than 0.75 m, which hampers an appropriate interaction with people with disabilities.
- ➔ Even though ADISA CSCs have a proper complaint mechanism system, in some of the visits employees were not capable to give explanations sufficiently. This element must be addressed quickly.



# EVALUATION FOR EACH INSTITUTION ADISA\*



# GENERAL EVALUATION ON INSTITUTIONAL LEVEL



When the score of the branches managed by the institution itself (outside ADISA CSCs) is compared to the score of its branches/counters at ADISA CSCs, in the latter case, the institution has unquestionably a higher ranking. It should be noted that the jump in the assessment is higher in the cases where counters are managed by ADISA. However, a positive tendency is remarked also in the institutions co-located at ADISA CSCs.

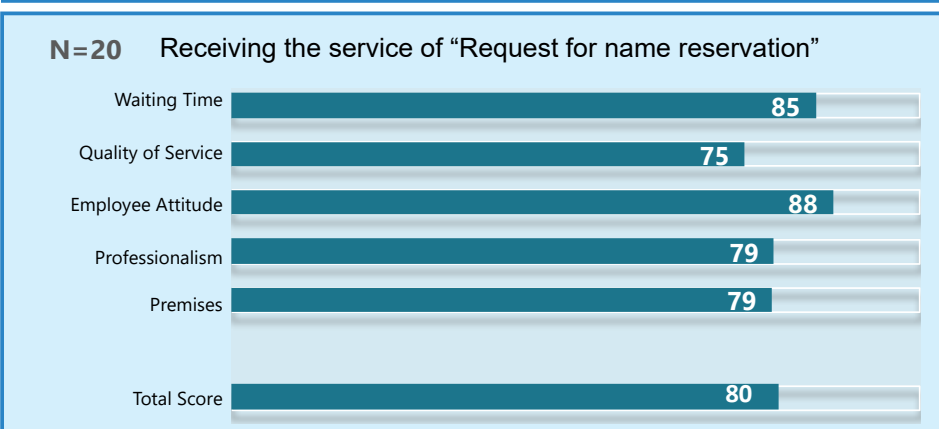
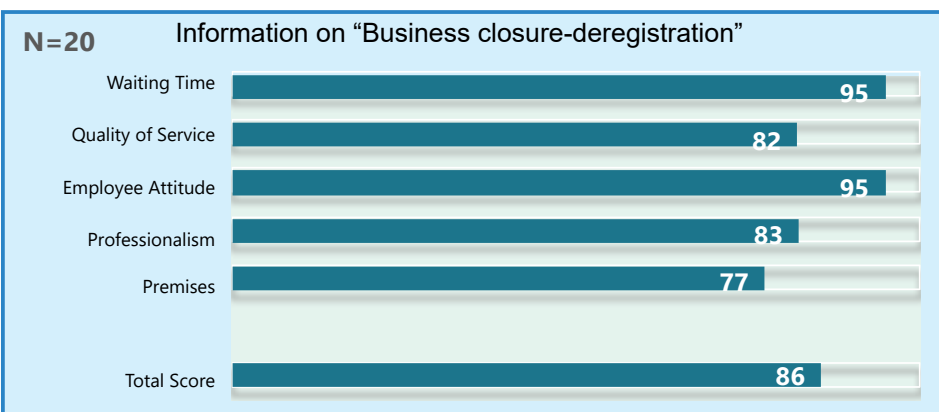
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# REPORT ON NATIONAL BUSINESS CENTER

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Mystery Shopper: Performance assessment of central institutions in public service delivery

- ↳ The National Business Center has been rated as the best non ADISA performing institution based on the evaluation of the Mystery Shopper techniques. With a general index of 83, the services delivered by this institution are considered to be at the “Standard nearly met” level.
- ↳ At the national level, the branches in the southeastern part of the territory result with higher performance, while those in the northern area of Albania mark a lower score. Tirana Branch, among the non-ADISA one, is the branch with the highest rating. The branch with the lowest score is the NBC branch of Vlora, where the situation was described as chaotic. Employees served several persons at the same time; they were placed in a small office where 3 people worked on 2 computers and it was very difficult to understand where to get the service.
- ↳ For the institution overall, the dimensions of interaction with citizen and waiting time have received the highest rating. Generally employees have had a positive attitude and have shown professionalism by providing clear and comprehensible information to citizens.
- ↳ Quality of service turns out to be the lowest rated dimension by Mystery Shoppers, with an even lower rating than the previous Mystery Shopper Visits.
- ↳ Significant improvements can be made with little efforts in ensuring the display of official working hours and work position labels for employees.
- ↳ From the premises point of view, ensuring an information area for citizens and ramps for persons with disabilities are requirements that need to be addressed.

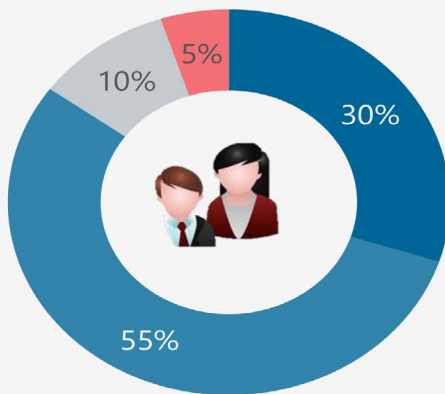




# EMPLOYEE ATTITUDE DURING INTERACTION WITH CITIZENS

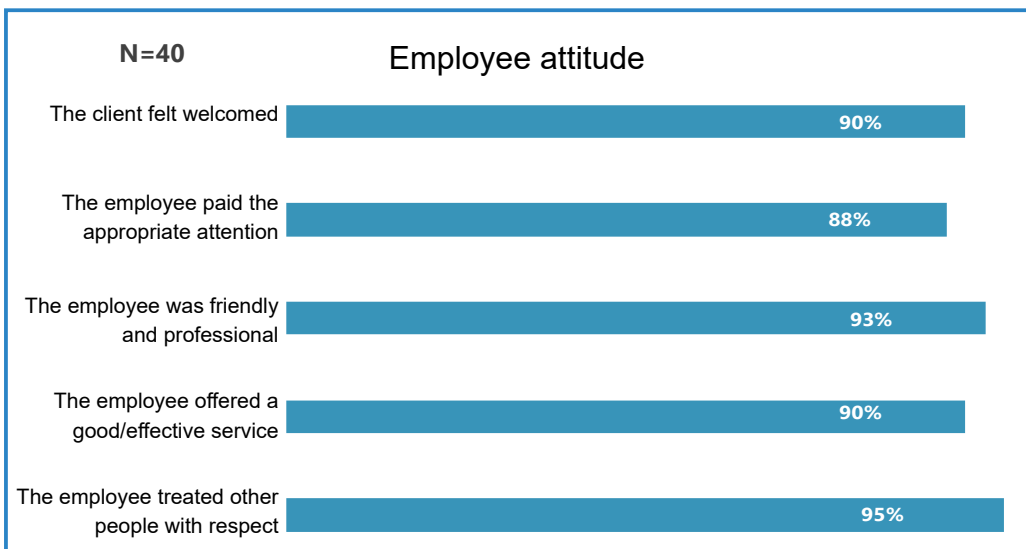
NBC

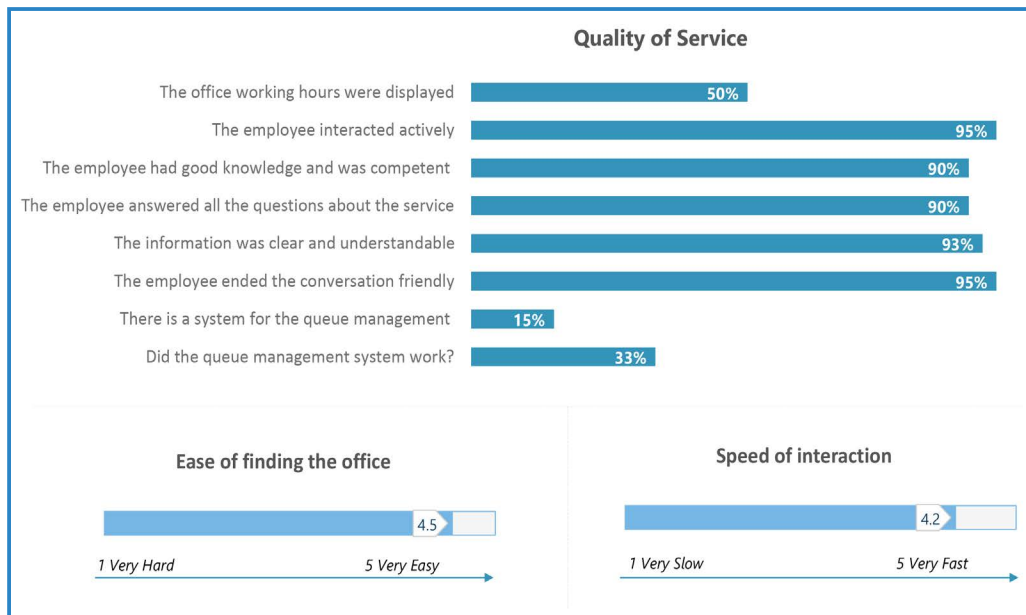
How would you evaluate your experience during the interaction with the employee?



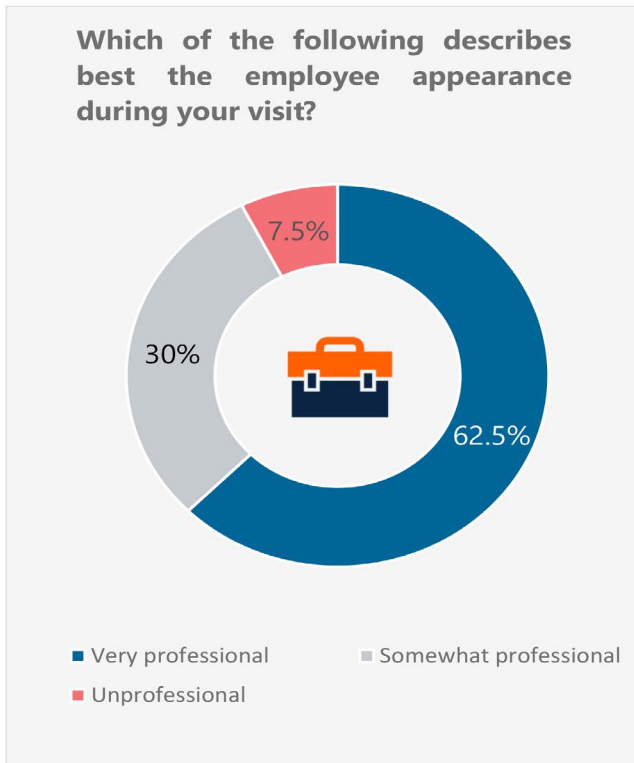
■ Excellent      ■ Good  
■ Acceptable      ■ Less than acceptable

- ↳ Overall the employees attitude and behavior is assessed positively (from 85% of visits is considered good and excellent).
- ↳ From 95% of visits it results that the employee has behaved respectfully also to the other persons whom he served.
- ↳ The lowest score is attributed to the appropriate attention paid by the employee, resulting nevertheless close to the standard.
- ↳ In 5% of cases the interaction is considered as less than acceptable.

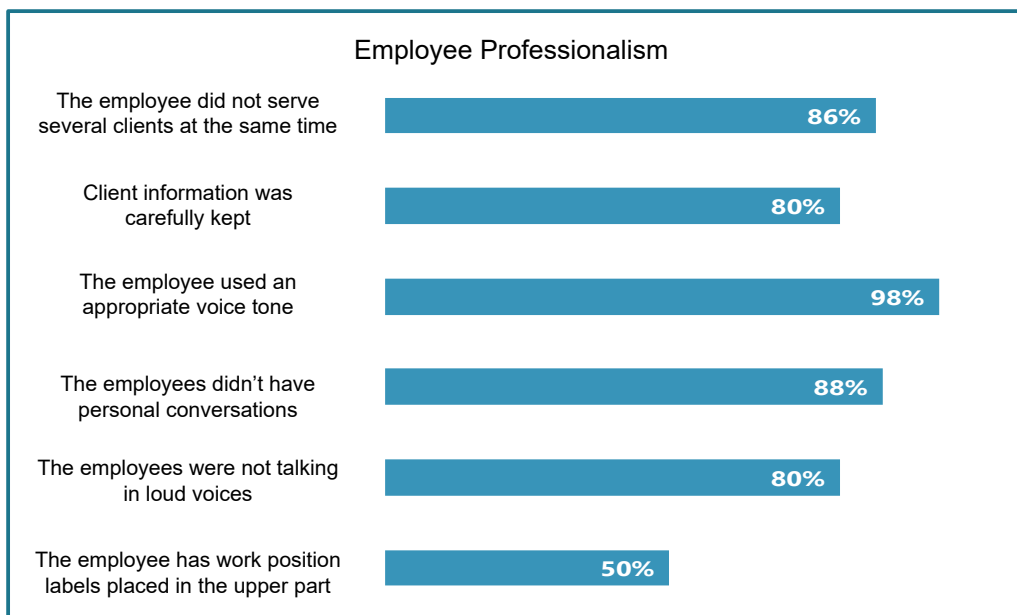


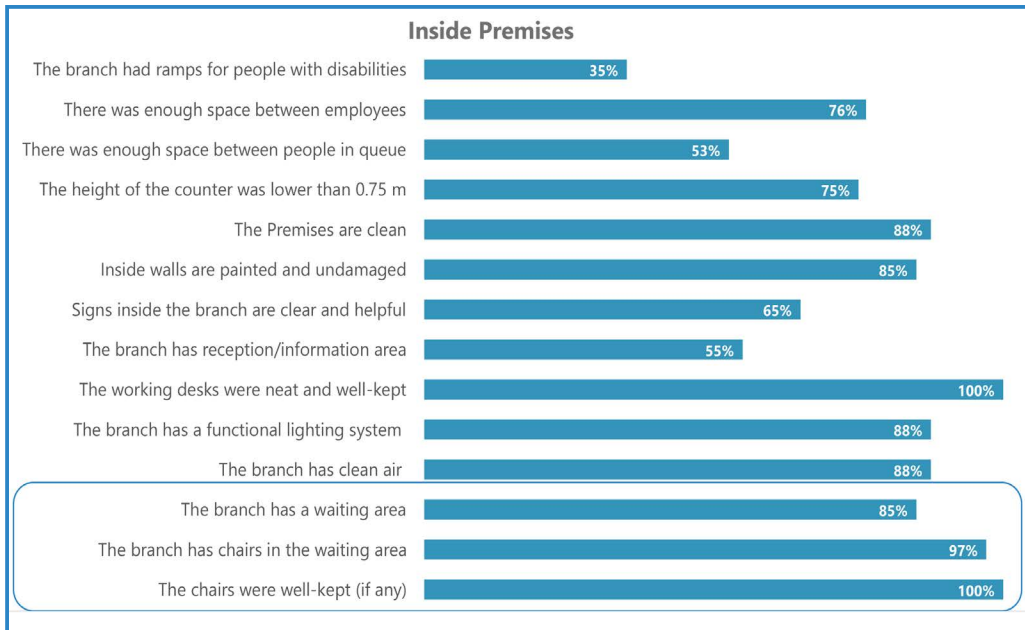


- ➔ NBC offers services to citizens and businesses. The interaction with employees and the friendly follow up with citizens is highly estimated.
- ➔ The information provided is considered clear and understandable and employees have answered to all questions of mystery shoppers in 90% of cases.
- ➔ Office working hours were displayed in only 50% of cases, in 15% of the visits a queue management system was in the premises but only in 1/3 of them the system was functional.
- ➔ Offices were easy to find and speed of interaction was considered as fast.



- ↳ In 62.5% of visits employees appearance is described to be as very professional. Nevertheless the percentage of visits describing the employees appearance as unprofessional indicates that further improvements are needed.
- ↳ In exactly half of cases the work positions labels of employees were missing.
- ↳ In almost all the visits (98%) employees have used an appropriate voice tone and volume.
- ↳ A little more attention should be paid to the appropriate handling of client information.





- ➔ The condition of branch premises of the institution has the lowest score among the 5 analyzed dimensions.
- ➔ In only 35% of visits the offices were equipped with ramps for people with disabilities.
- ➔ In 88% of visits the branch had clean air and a functional lighting system.
- ➔ Elements that require specific attention concern the information/reception area, the insufficient space for citizens and appropriate orientation signs inside the branch.



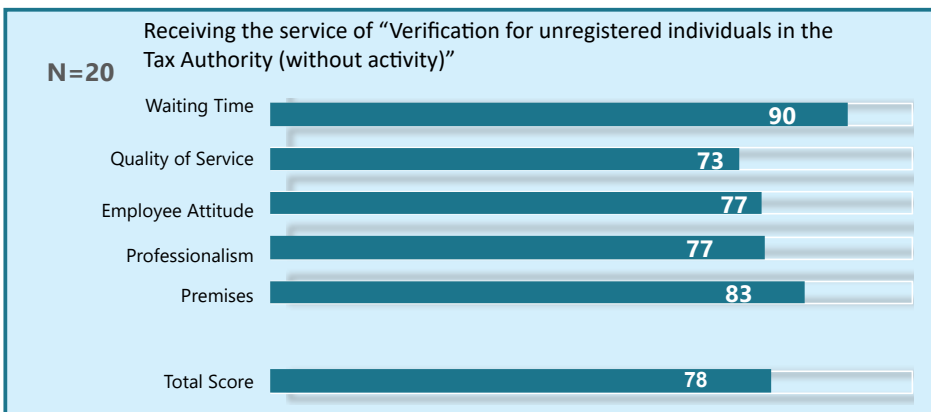
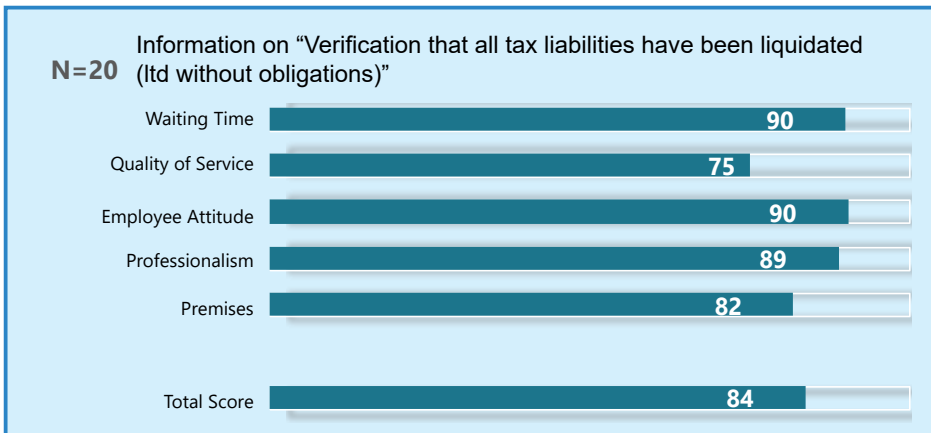
# REPORT ON GENERAL DIRECTORATE OF TAXES

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Mystery Shopper: Performance assessment of  
central institutions in public service delivery



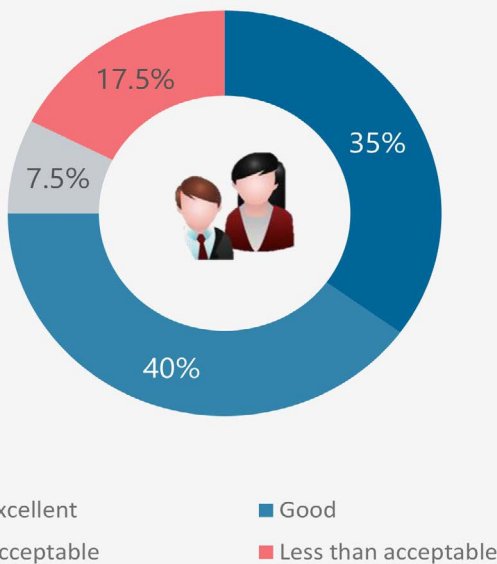
- The General Directorate of Taxes has performed well during the visits of mystery shoppers, with a general index of 81 points. The services delivered by this institution are considered to be at a “Standard nearly met”
- At the national level, the branches in the central and southeast part of Albania have a with higher performance compared to the branches in other regions. Korça Branch is the highest rated branch, with 94 points (standard achieved 100% in almost all dimensions), while Dibra branch has received the lowest rating, with 66 points (the branch results closed in the morning, during the office hours of the institution, and citizens waited in line for the return of the employees in the office).
- For the institution as a whole, the dimensions of waiting time and interaction of employees with citizens have received the highest rating. With exception of 2-3 branches, employees have interacted actively with citizens by providing clear and comprehensible information to them.
- Quality of service turns out to be the lowest rated dimension by mystery shoppers, with 74 points



# EMPLOYEE ATTITUDE DURING INTERACTION WITH CITIZENS

GDT

How would you evaluate your experience during the interaction with the employee?

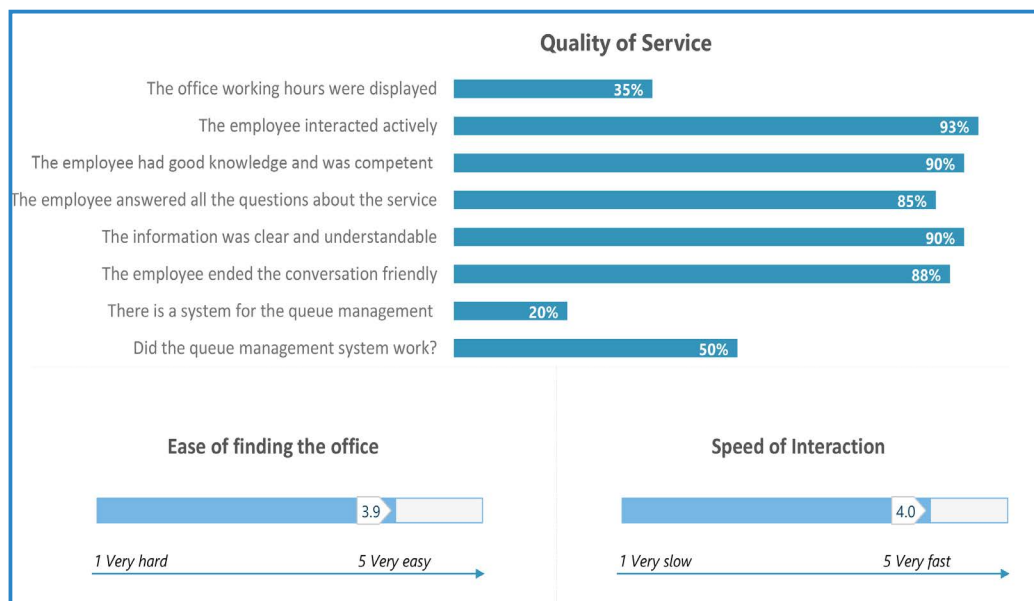


- ➔ In 75% of visits, interaction with the employee is estimated as very good and excellent. Nevertheless, attention must be brought to the 17.5% of visits that have considered the interaction as less than acceptable.
- ➔ In the majority of cases the mystery shopper felt welcomed from the employee and him and other citizens waiting for service were treated with respect.
- ➔ The lowest score of this dimension is on the provision of a good/effective service, with 12% of visits noting its absence.

## Employee attitude

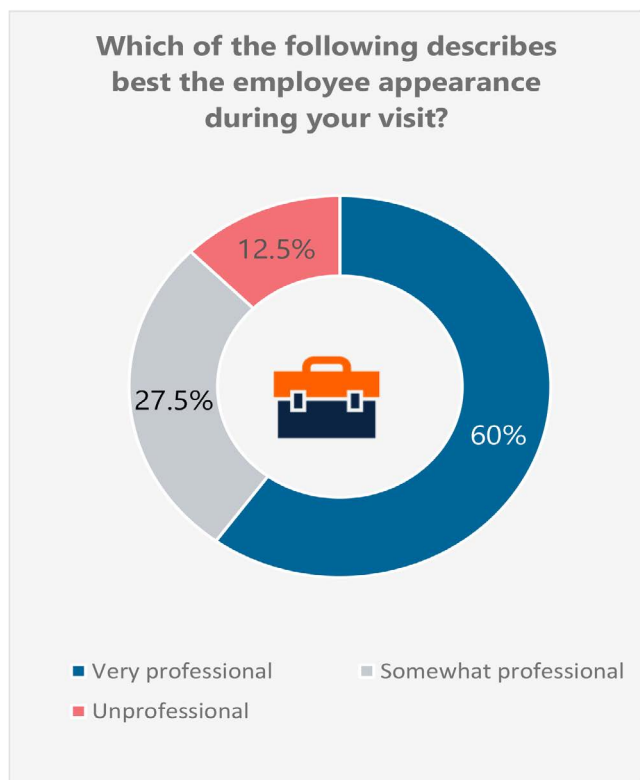




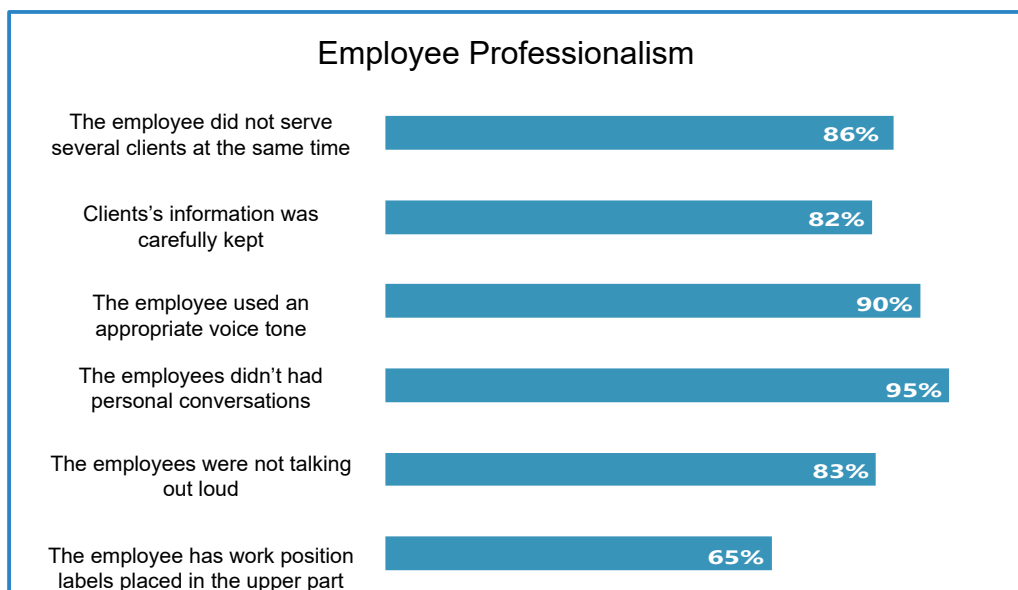


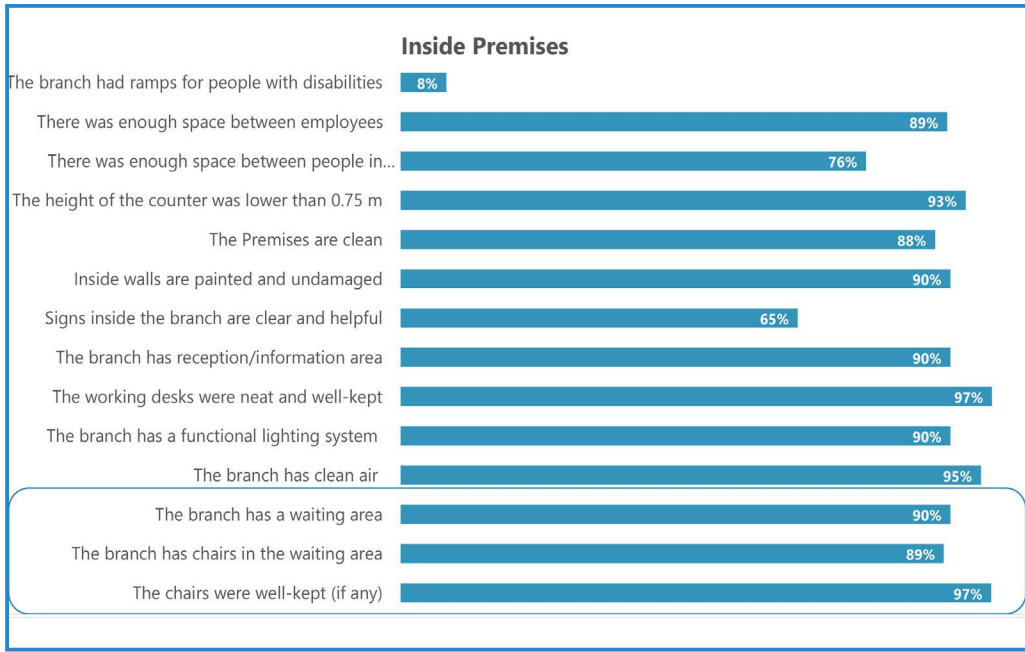
- ➔ The two main issues are respectively the working hours - displayed in only 35% of the visits and the queue management system – existing in only 20% of the cases and effectively functioning in only half of them.
- ➔ Active interaction with citizens, a good knowledge and competence of the employee as well as clear and understandable information provided to the citizens result with higher scores.





- ↳ Employees appearance in branches is described as very professional in 60% of the visits.
- ↳ The highest score in this dimension were attributed to employees' focus on citizens and not engaging in personal conversations as well as to the very good level of communication with citizens using an appropriate voice tone and volume.
- ↳ Even for this institution, two sensitive issues remain the lack of work position labels and the correct handling of client information, which were not considered fulfilled in 18% of cases.





- The absence of ramps reduced significantly the ranking of this dimension. In only 8% of visits the offices were equipped with ramps for people with disabilities. Also in 35% of visits the orientation signs inside the branch were missing or unclear.
- All the other parameters of branch premises dimension have a high score, especially the presence of a reception/information area, neat and well kept chairs as well as clean premises.





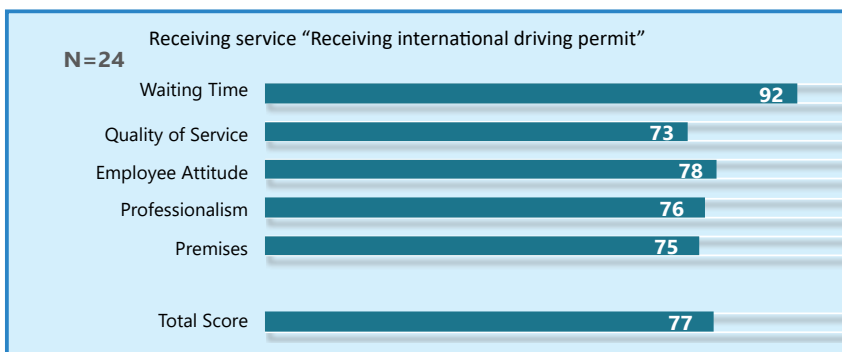
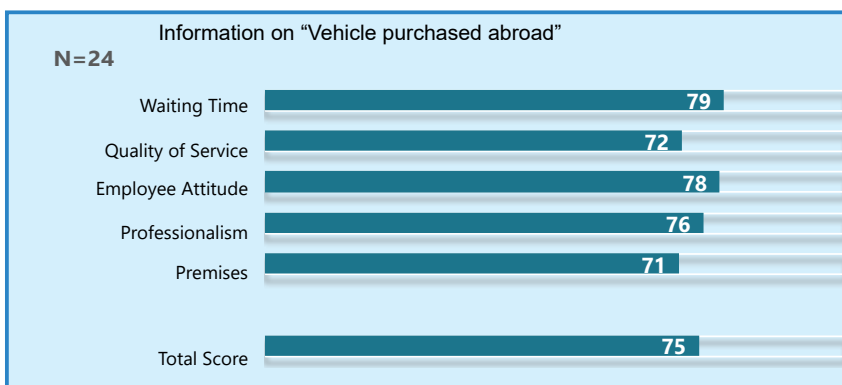
# REPORT ON THE GENERAL DIRECTORATE OF ROAD AND TRANSPORT SERVICE

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Mystery Shopper: Performance assessment  
of central institutions in public service delivery

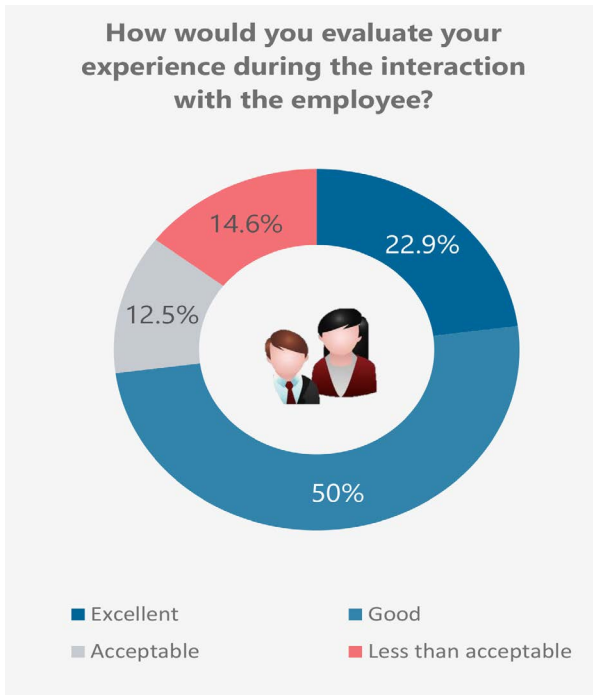


- ➔ The General Directorate of Road and Transport Services has performed on a “fair standard” level during the visits of mystery shoppers, evaluated with a general index of 76 points.
- ➔ From a territorial perspective, the branches in the northern area have a higher performance, with a 100% of branches judged at a fair and nearly met standard. Korça Branch is the highest rated branch (close to standard, with 90 points), while the Branch of Durres has the lowest rating (poor standard, with 63 point, specifically concerning interaction with citizens and quality of service). The mystery shoppers stated that the employees were to some extent professional because they had good knowledge of the procedures, but were very poor in communication. A more professional service and complete information were expected, which did not materialize.
- ➔ The waiting time was the highest ranked dimension by mystery shoppers while the quality of service results to be the lowest rated dimension. Improvement can start by always displaying the working hours of the institution for citizens.
- ➔ Professionalism of employees (slightly increased compared to the previous assessment) and interactions of employees with citizens are two other dimensions that can be further improved along with some elements of the branch premises in order to enable accessible services to everyone.

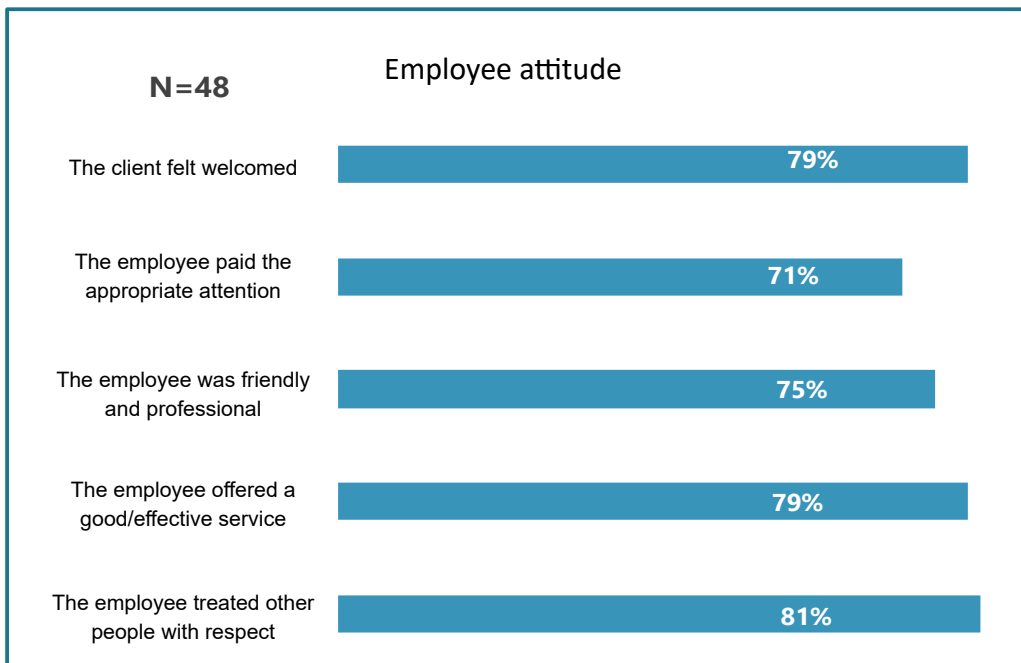


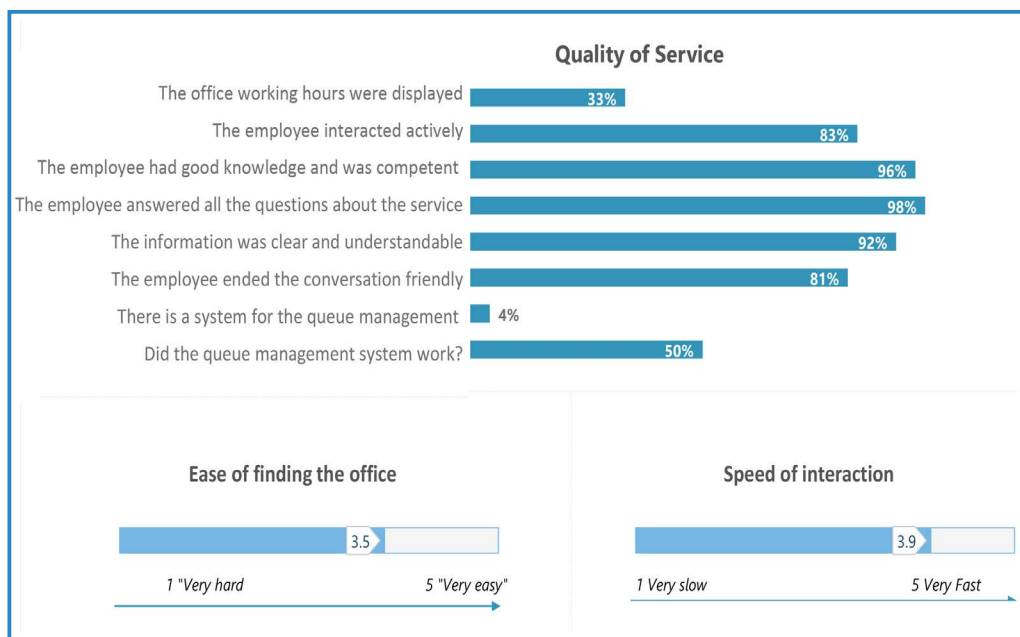
# EMPLOYEES ATTITUDE DURING INTERACTION WITH CITIZENS

## GDRTS



- ↳ In 73% of visits, interaction with the employee is estimated as good or excellent.
- ↳ In this dimension the lower ranked element is the “appropriate attention paid by the employee”, resulting nevertheless positive in 71% of visits.
- ↳ The mystery shopper have been in general pleased by the manner they and other citizens in the branch have been treated (81%).

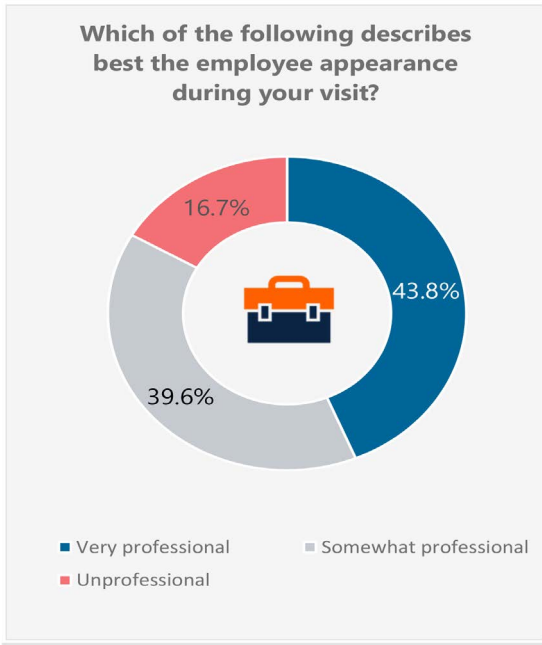




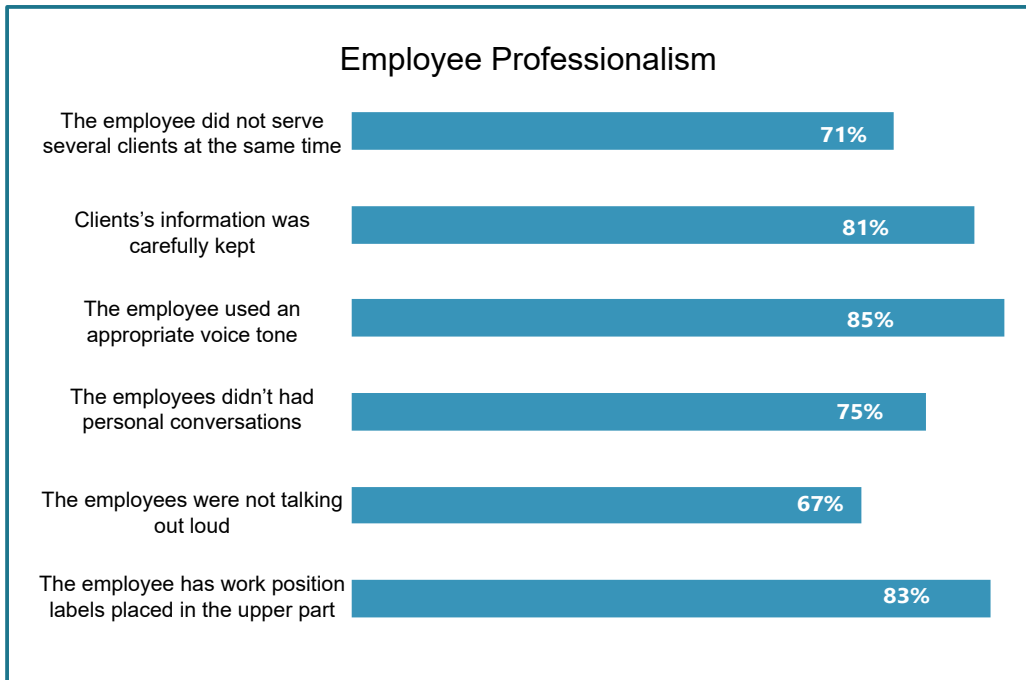
- ➔ Regarding the quality of service, the parameters of good knowledge and competence of the employee as well as the employee’s exhaustive answers to all questions of the citizen have received a positive assessment in almost all cases (respectively 96% and 98%).
- ➔ The lowest scoring elements are the absence of a queue management system as well as the display of working hours.

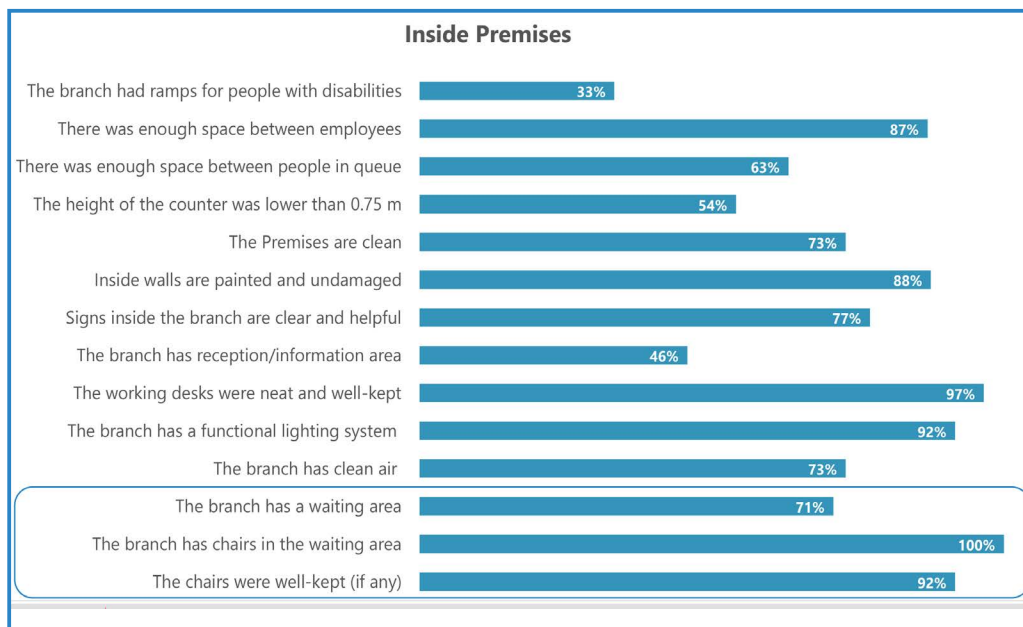






- The GDRTS employees appearance is described as “somewhat professional” in 39.6% of the visits and as “unprofessional” in 16.7% of them.
- The professionalism dimension obtains satisfactory points, where only in 33% of cases employees were heard speaking loudly or had personal conversation in the presence of citizens (25% of visits).





- ➔ Ramps were found in only 33% of the effectuated visits and only in 54% of cases the counters are lower than 0.75 m, being also appropriate for people with disabilities.
- ➔ In most of the cases premises are clean and tidy, with a waiting area (71% of visits) equipped with chairs available to citizens. Only in 46% of cases offices had a reception area.
- ➔ The signs inside the branches are unclear and not functional or completely missing in 23% of visits.





# REPORT ON SOCIAL INSURANCE INSTITUTE

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Mystery Shopper: Performance assessment  
of central institutions in public service delivery



- ➔ The Social Insurance Institute has achieved a “fair standard” level during the mystery shoppers visits, evaluated with a general index of 76 points.
- ➔ The best performing branch is the branch of Berat (close to standard, with 87 points). Due to the absence of a queue management system and to the fact that employees talked loudly, the branch did not get the maximum points. Meanwhile, the lowest performing branch is the branch of Diber (poor, with 68 points), where the experience is described as far from the expectations. The experience of one of the mystery shoppers shows that at least two visits were required to get the service. The first time the employee was not in the office even though the mystery shopper went assessment the official working hours displayed by the institution.
- ➔ From a regional perspective, the branches in the southeast region have achieved higher results, with 100% of branches described as close to the standard while the northern region are estimated at a lower level, with half of the branches judged at a “fair standard” level and the other half at a “poor standard” level.
- ➔ The waiting time and employees attitude are the highest ranked dimensions from mystery shoppers, considered as close to the standard.
- ➔ Professionalism and quality of service, the two dimensions with the highest importance in the study, are also the ones with the poorest assessment by mystery shoppers. Both of these elements need dedicated actions to improve the information given to citizens and the level of competence of the employees at the counter, as well as the communication, ethics and tone used during communication with citizens.



**Receiving the service of "Verification of contribution payments as an employed after the date 01.01.1994 "**  
**N=20**



**N=20 Information on "Old-Age pension"**

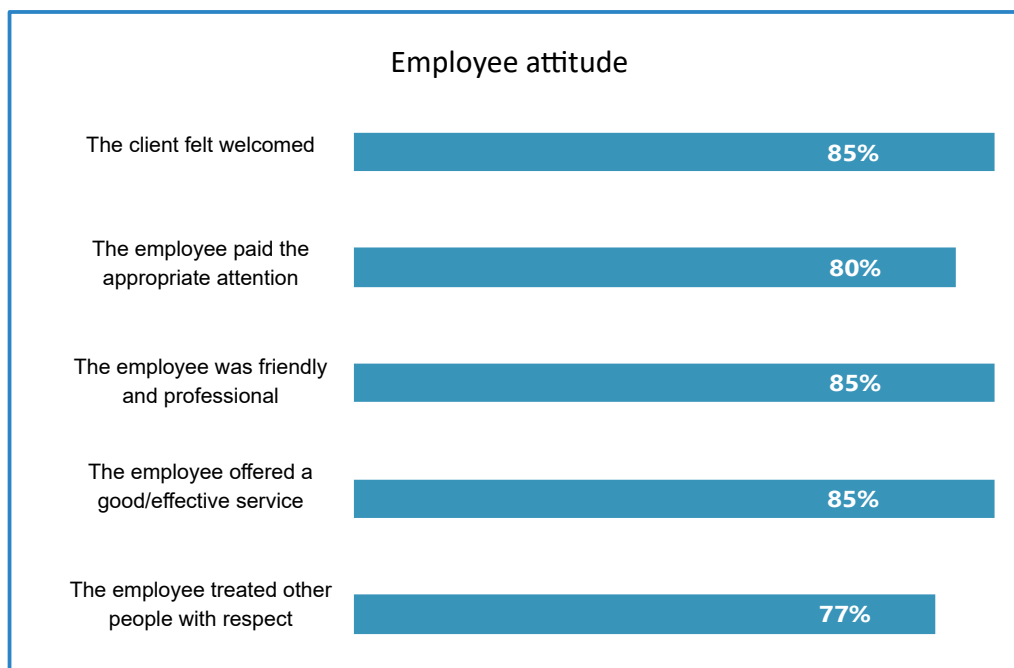


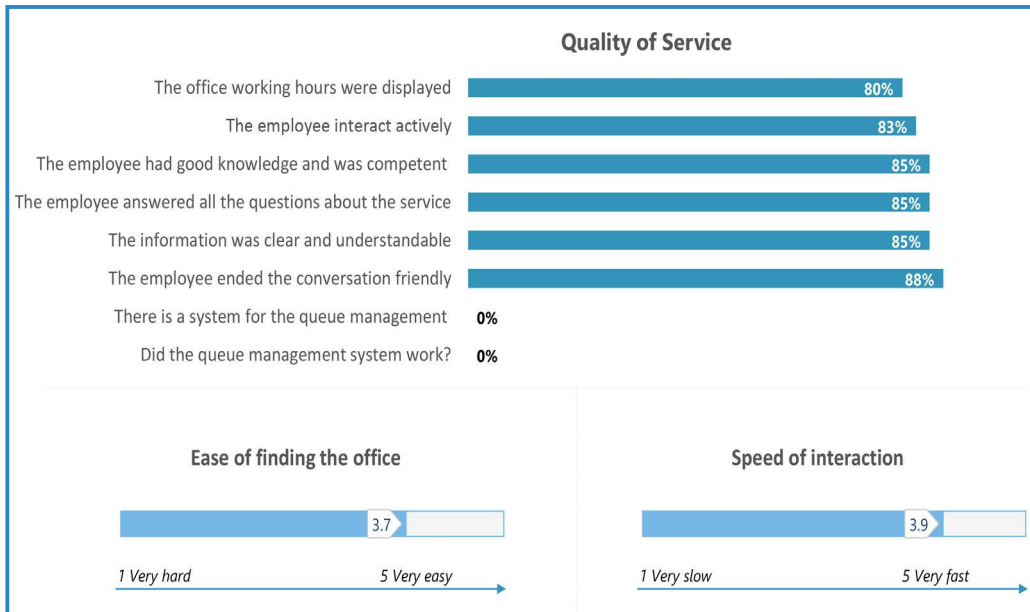
# EMPLOYEE ATTITUDE DURING INTERACTION WITH CITIZENS

SII



- Referring to the interaction with the employee, in 30% of visits, it has been judged as acceptable or less than acceptable.
- In 27.5% of cases the interaction has been excellent and for the rest of the visits it has been estimated as good.
- Employees have offered good/ effective service and have behaved in a friendly and professional fashion in 85% of the visits.
- Nevertheless, in 23% of cases, the mystery client or other citizens in the branch have not been treated with respect.

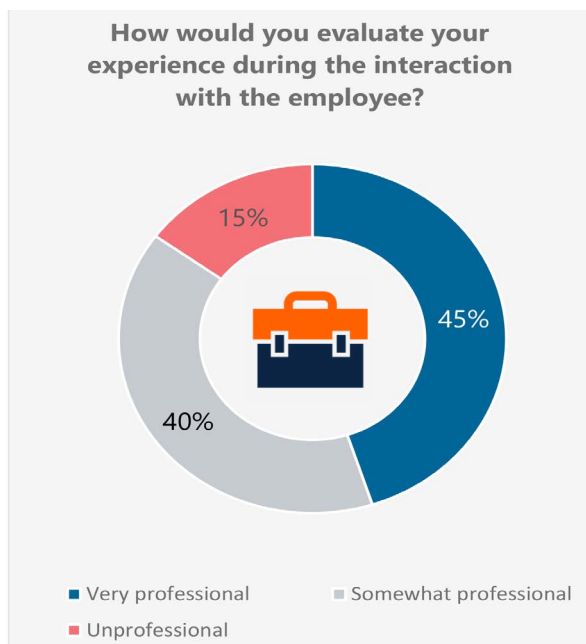




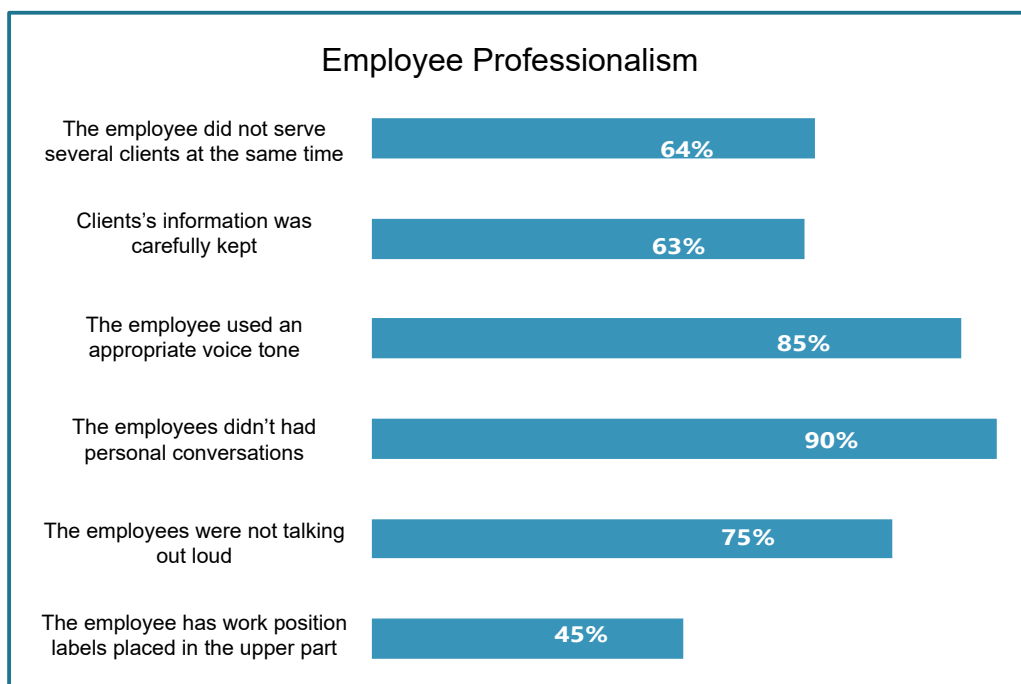
Apart from the absence of the queue management system, all the other elements of this dimension have received an overall high rating.

- ➔ The working time is displayed in 80% of cases, which marks one of the highest achieved scores for this element in the overall study.
- ➔ Interactions with employees and citizens are described as relatively fast and offices of the institution easy to find.

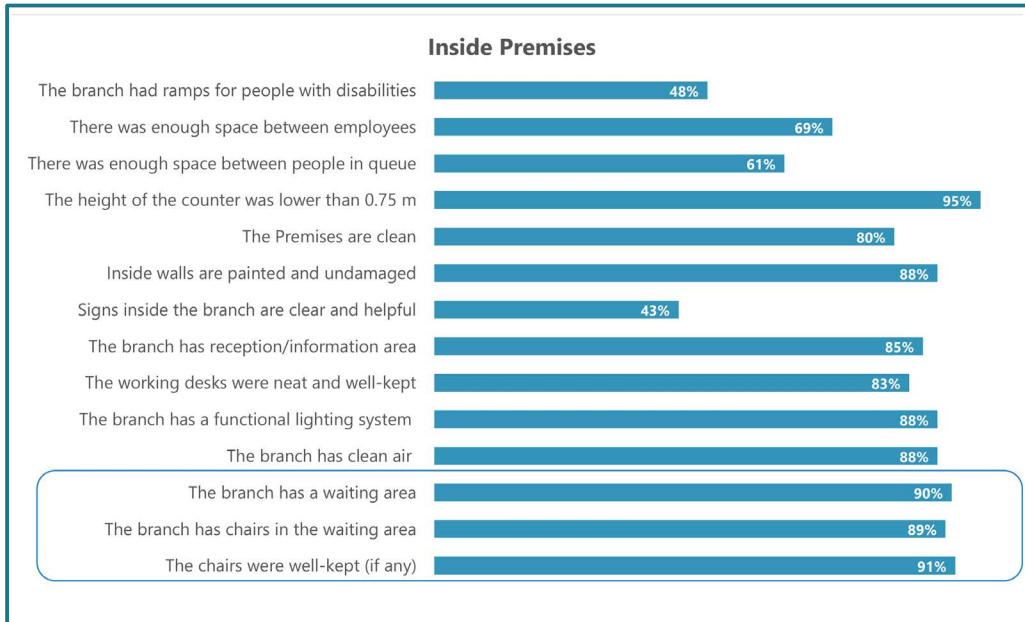




- ↳ In 90% of cases, employees didn't deal with or talk about personal things.
- ↳ In more than half of the cases employees didn't have work position labels on them.
- ↳ Correct handling of client information was observed in 63% of the visits, while in 36% of them employees served multiple citizens at the same time.







- ➔ With regard to the premises dimension, the lowest ranked elements during the mystery shopper visits in the case of SII are the absence of clear and functional signs, (57% of cases) and absence of ramps for people with disabilities (in 52% of cases) It must be noted nevertheless that his institution presents the highest percentage of ramp presence from the non-ADISA institution analyzed in this study.
- ➔ Branch premises are described as clean and tidy in 88% of visits and with a reception and information area in respectively 90% and 85% of cases.



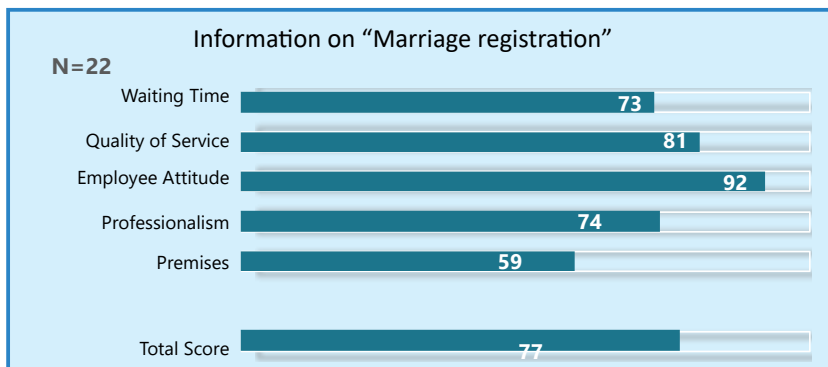
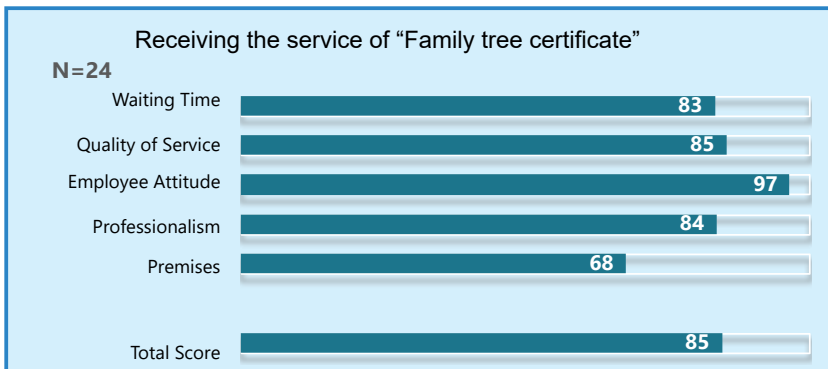
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# REPORT ON GENERAL DIRECTORATE OF CIVIL STATUS

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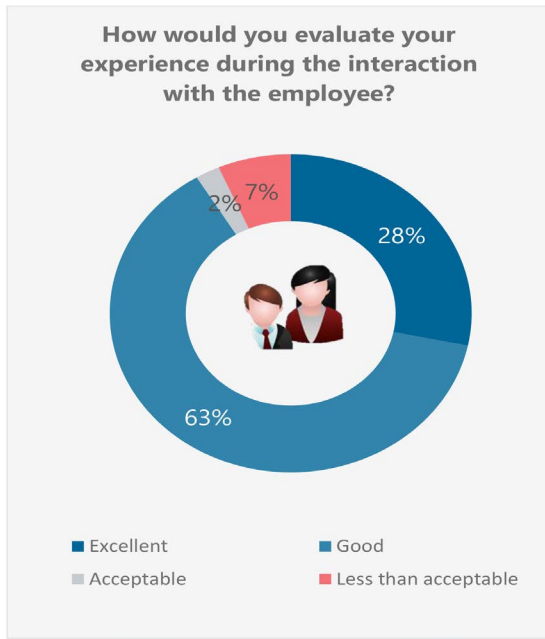
Mystery Shopper: Performance assessment  
of central institutions in public service delivery

- The General Directorate of Civil Status has performed in a level close to standard (general index, 81 points) during the mystery shoppers visits.
- On the regional context, branches in the southeast region have a higher performance, with 100% of branches (4 branches) judged as close to the standard. The branches positioned in the northern region result with the lowest performance, with 25% of branches considered as poor.
- The highest rated branch is the branch of Vlore with 88 points (where interaction with employees and quality of service are estimated as close to standard), while the lowest rated branch is the branch of Kukes with 69 points (where all the dimensions are estimated as out of standard, except employees professionalism which is estimated at a poor level).
- From an institutional perspective, the highest ranked dimension (standard met) is employees attitude (with 95 points), whereas the lowest ranked dimension is branch premises described as poor and at a significant improvements. Specific attention is also required for the employee professionalism dimension ranked at a average level.
- In 91% of cases, experience in this institution has fulfilled and exceeded the mystery shopper expectations and in only 9% of cases is considered as far from them.



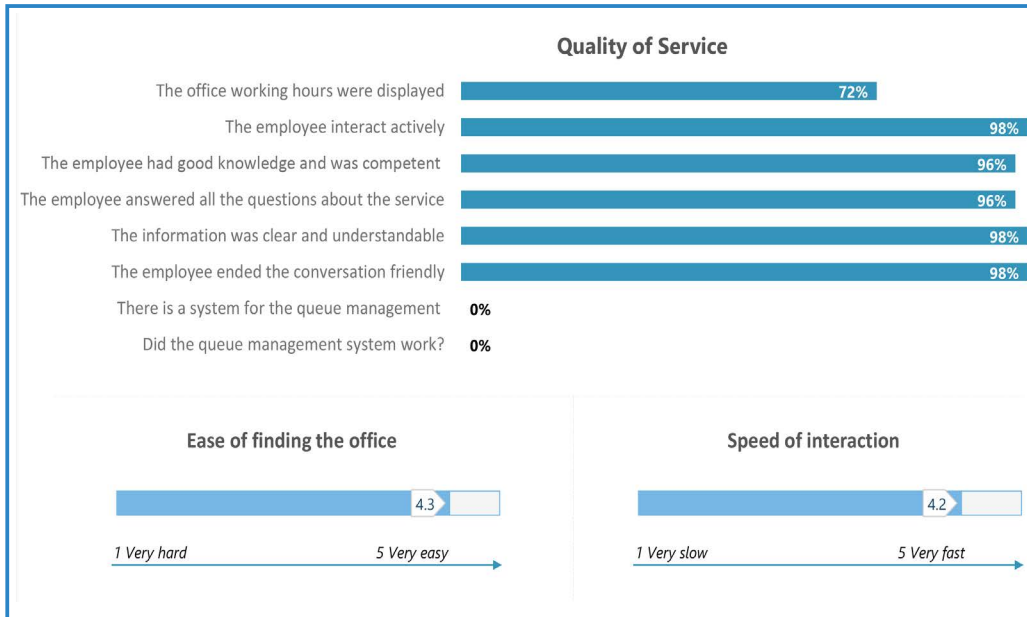
# EMPLOYEE ATTITUDE DURING INTERACTING WITH CITIZENS

**GDCS**

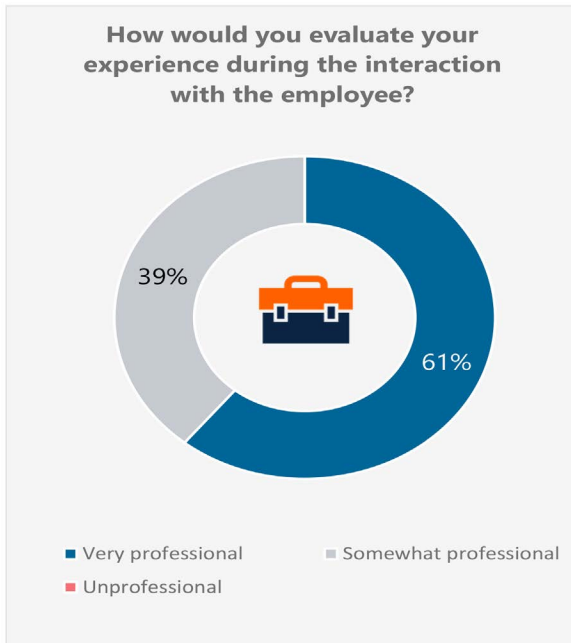


- ↳ A very good result was achieved in interaction with the employee, estimated as excellent in 91% of cases, acceptable in 2% of cases and less than acceptable in 7% of them.
- ↳ Almost all elements composing this dimension have a high percentage of positive perception from mystery shoppers.

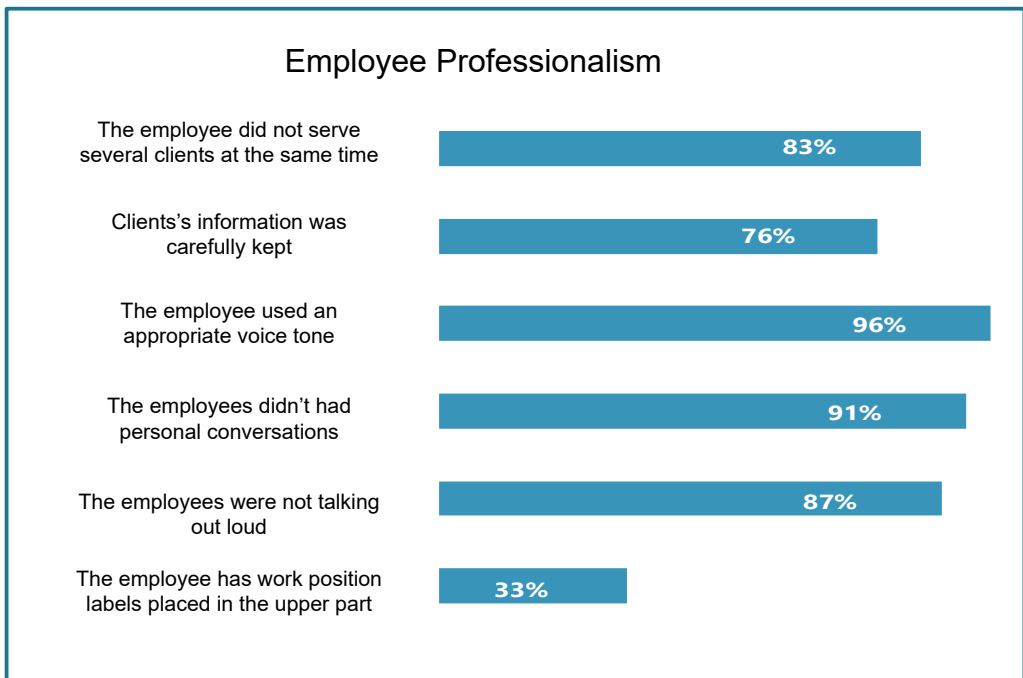


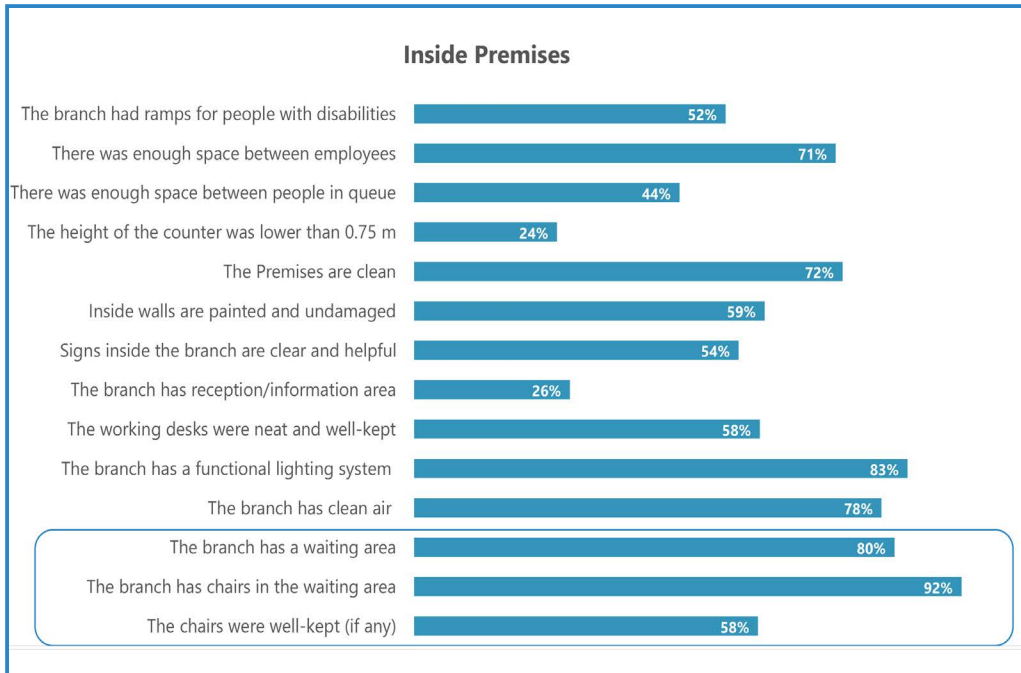


- ➔ Interaction with the employee was fast and offices were easy to find.
- ➔ All parameters of this dimension are described as very good from mystery shoppers.
- ➔ The queue management system was missing in all field visits, while the official working hours were displayed in 72% of cases (one of the highest scores in the sample of analyzed institutions of this study).



- ➔ In 61% of visits, interaction with employee was described as very professional and somewhat professional for the rest of the mystery shopper visits.
- ➔ Among the elements composing this dimension in 96% of visits employees used an appropriate tone and volume during the conversation.
- ➔ Meanwhile in 67% of cases work position labels were missing.





- ➔ Branch premises is the lowest ranked dimension (compared to other dimension) for GDCS.
- ➔ While ramps could be found in 52% of visits, the height of the counters is less than 0.75 m only in 24% of cases.
- ➔ Premises had an information area in only 26% of visits whereas the reception area was found in 80% of the visits, equipped with chairs in 92% of cases.
- ➔ Signs inside the premises were judged as clear and functional in only half of the visits.



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# REPORT ON THE IMMOVABLE PROPERTY REGISTRATION OFFICE

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Mystery Shopper: Performance assessment  
of central institutions in public service delivery

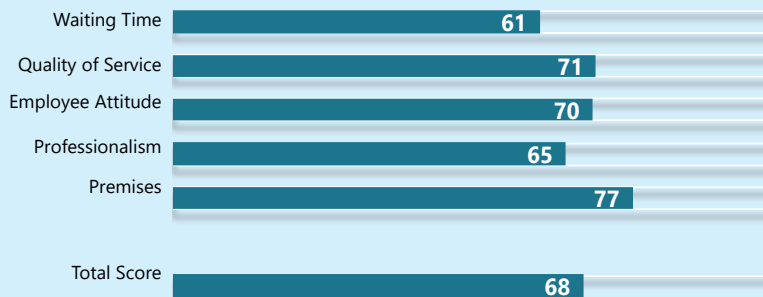
- ➔ The Immovable Property Registration Office has performed at an average level (general index, 71 points) during the mystery shoppers visits.
- ➔ On the national level, branches in the southeast region have higher performance than branches in the northern region where ¼ of them are described as out of standard.
- ➔ The highest rated branch is the branch of IPRO Kukes, with 86 points (close to the standard), where “the quality of service was very good and the employee was effectively providing all the appropriate information”. The lowest rated branch is the branch of IPRO Diber, with 49 points (evaluated as out of standard).
- ➔ Overall, the branch premises is the highest rated dimension (despite being at an average level). Concerning the other dimensions, the lowest points are attributed to employee professionalism and waiting time (which are estimated at a poor level) and should receive particular attention especially with regard to correct handling of clients information, serving one citizen at a time and as per the queue, and use of an appropriate tone and volume during conversations with citizens.
- ➔ Experience of mystery shoppers in this institution has fulfilled and exceeded the mystery shoppers expectations in 62% of cases and described as far from expectations in 38% of the visits.



**N=18** Receiving the service of “Official property information for individuals and institutions”

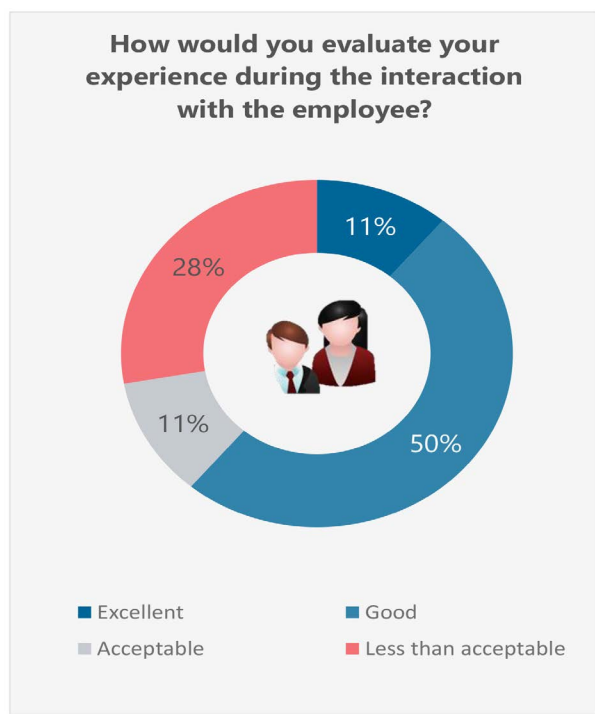


**N=18** Information on “Registration of inheritance act”

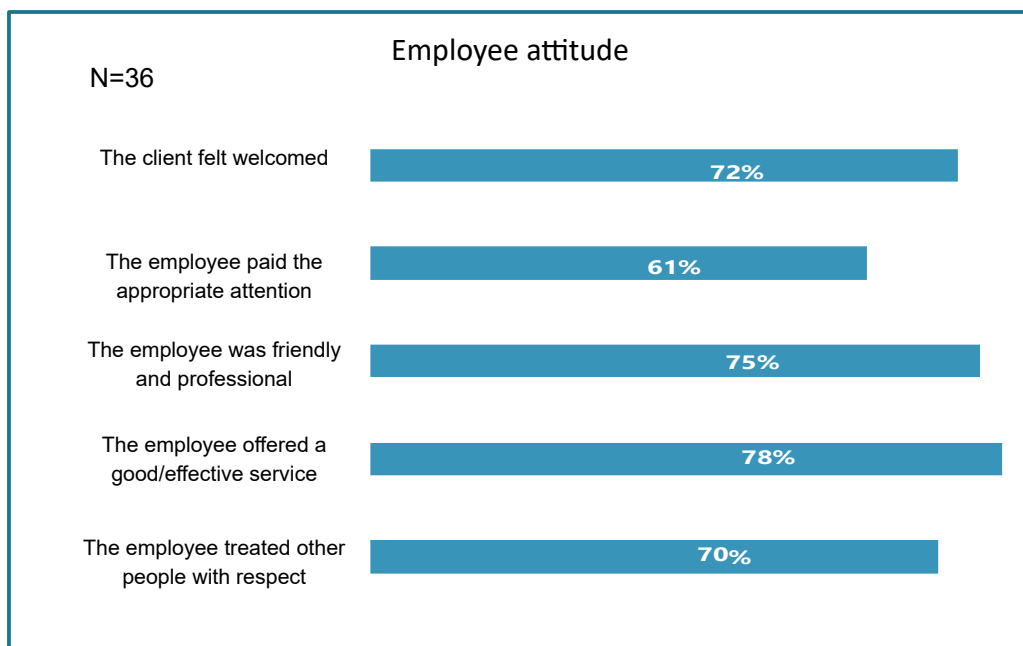


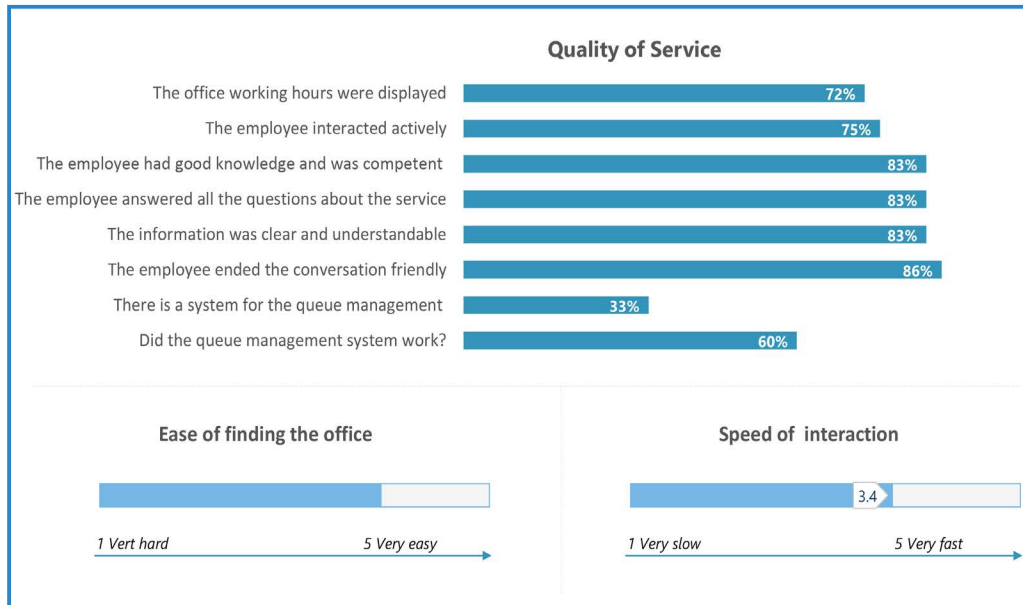
# EMPLOYEES ATTITUDE DURING INTERACTIONS WITH CITIZENS

**IPRO**



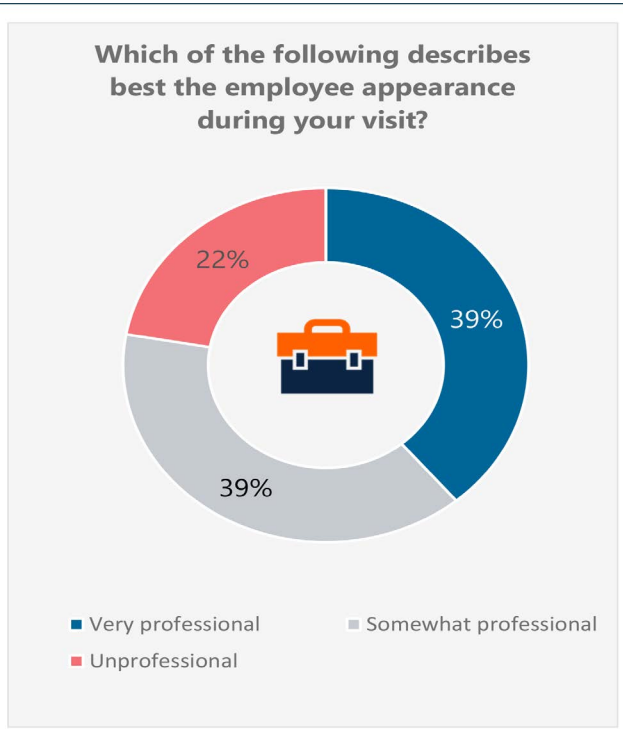
- ➔ In more than 60% of visits, employee attitude during interaction with citizens is assessed as excellent and good.
- ➔ In terms of employees behavior, the lowest rating resulted from the attention paid to citizens by the employee (perceived as sufficient in 61% of cases). In 78% of cases citizens estimated to have received a good and effective service.



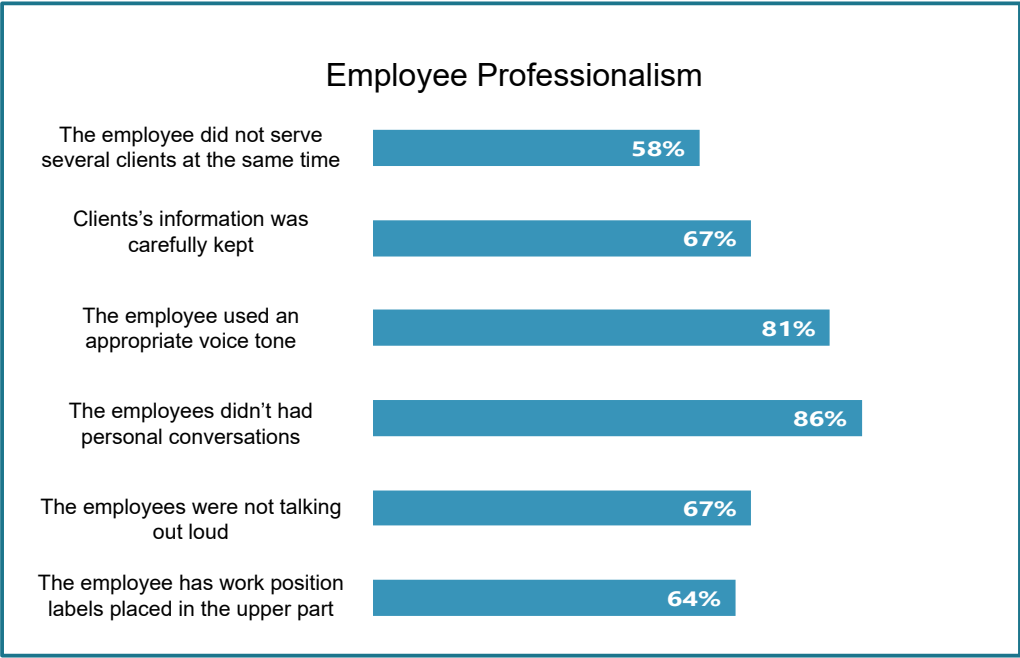


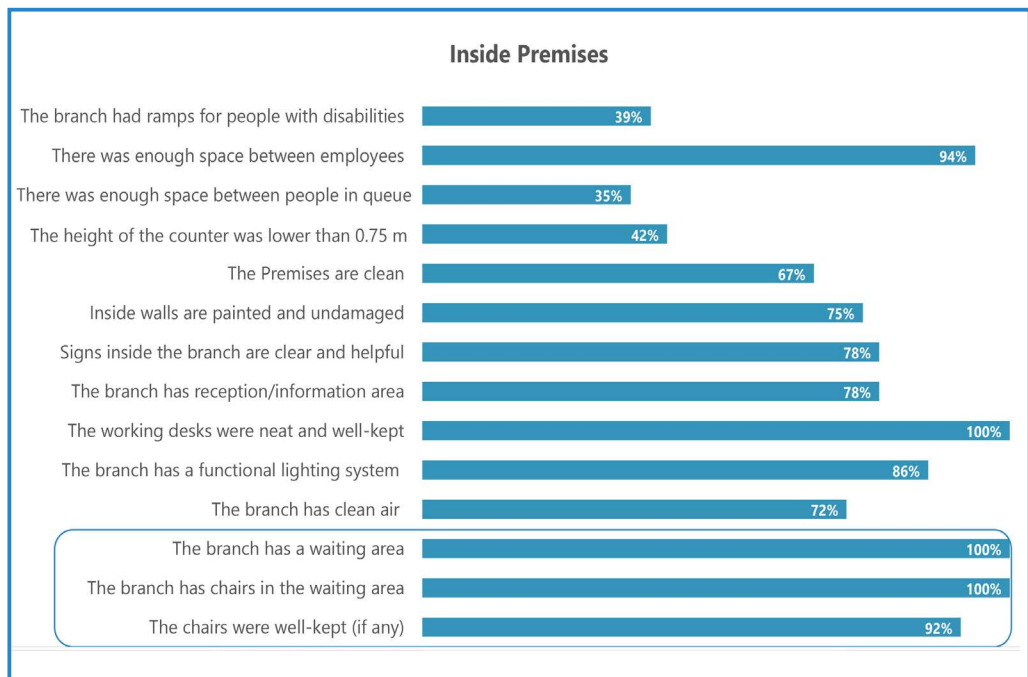
- ↳ Interaction with employee was estimated as fast and offices were easy to find.
- ↳ Good knowledge, competence and the provision of clear and understandable information were highly evaluated and confirmed in 83% of visits.
- ↳ The lowest score of this dimension concerns the queue management system found on the premises of the branch in 33% of visits and functional in 60% of them.





- ➔ Employee professionalism is one dimension that requires more attention from the institution, even though this dimension has improved in all its elements – in some cases even substantially compared to the results of the previous mystery shopper study.
- ➔ Nevertheless, in half of the visits employees continue to serve multiple citizens at the same time and clients information is not correctly in 1/3 of the visits.





- ➔ Branch premises is the highest evaluated dimension for IPRO.
- ➔ The weakest elements remain: ramps for people with disabilities are found only in 39% of cases; counters are appropriate for people with disabilities in only 42% of visits and in 65% of cases the space between citizens in queue is not sufficient.
- ➔ Meanwhile branches have always a waiting area for citizens, equipped with chairs.





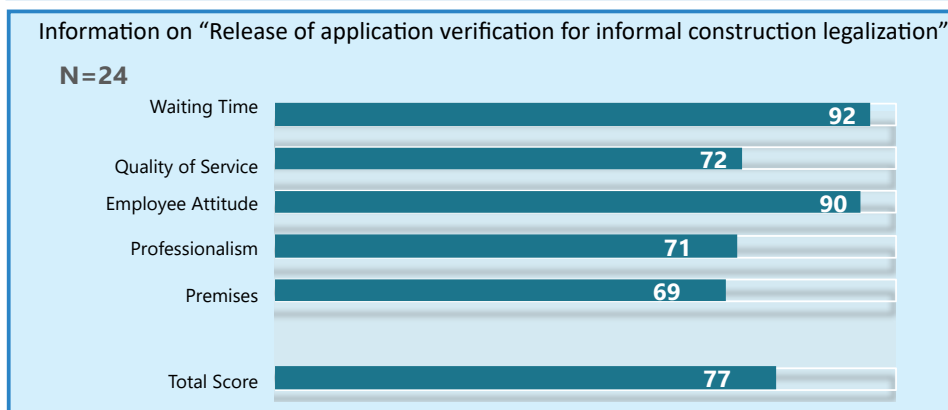
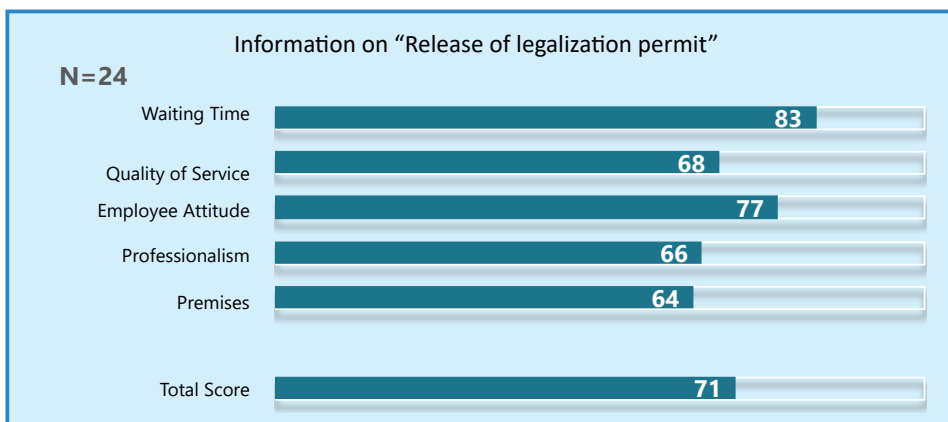
# REPORT ON THE AGENCY FOR LEGALIZATION, URBANIZATION AND INTEGRATION OF IN- FORMAL AREAS AND BUILDINGS

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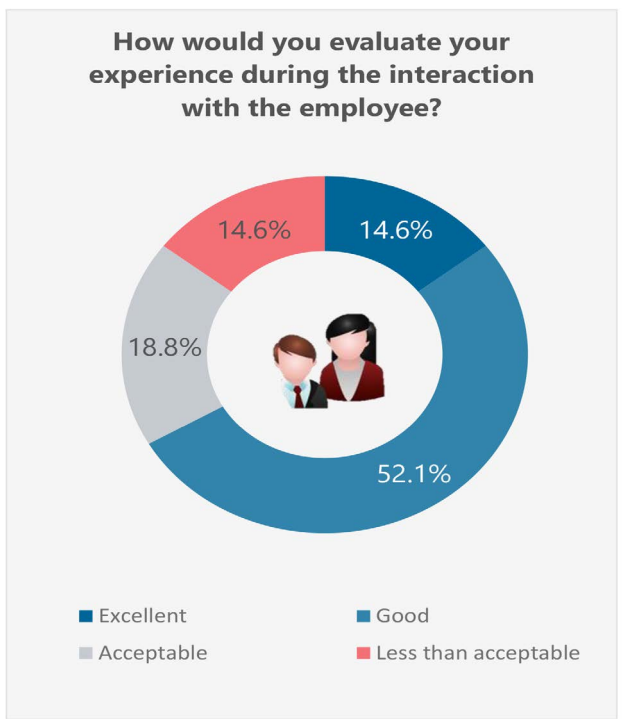
Mystery Shopper: Performance assessment of central  
institutions in public service delivery



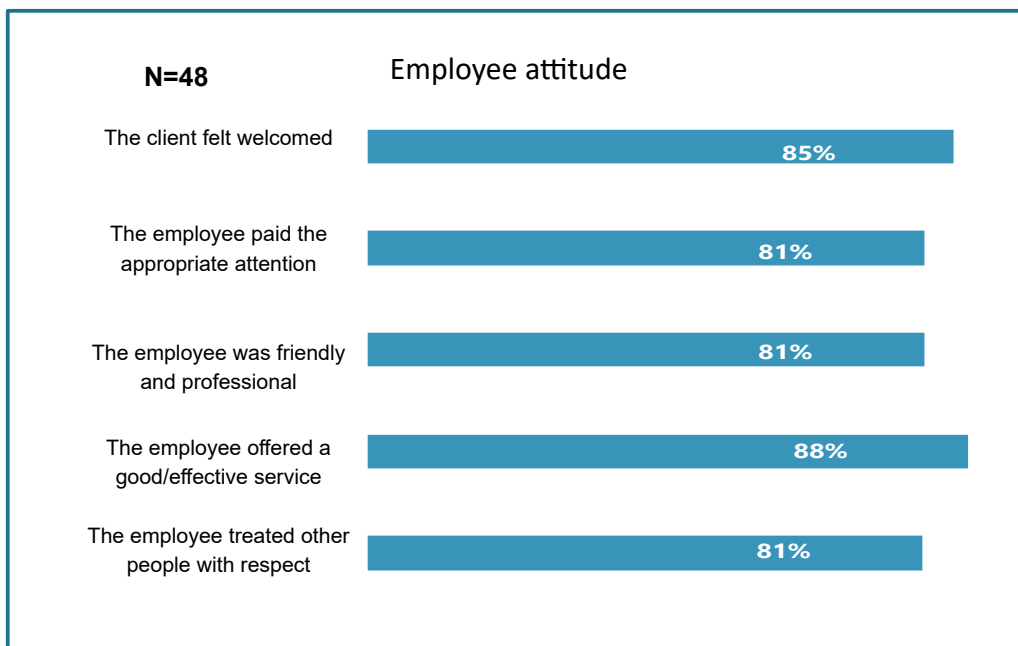
- ➔ The Agency for Legalization, Urbanization and Integration of Informal Areas and Buildings has performed at an average level (general index, 74) during the mystery shopper visits.
- ➔ On a regional context, the highest performance is achieved by the branches in the southwest region where 1/3 of branches are close to the standard, while the lowest performance is judged to be that of the central region branches.
- ➔ The highest rated branch is the branch of ALUIZNI Berat (close to standard, with 82 points), whereas the lowest rated branch is the branch of Elbasan (poor level, with 63 points).
- ➔ Overall, the highest rated dimensions are the waiting time and employees attitude (close to standard), the lowest rated dimensions are employees professionalism and branch premises (poor level). Concerning employees professionalism, it results that the institution does not pay the appropriate attention to the correct handling of clients information as well as serving one citizen at a time and the use of work position labels. In regard to the branch premises, the easy access to offices, the use of signs inside the branch and the creation of information areas must be considered as priority interventions by the institution.
- ➔ Experience in this institution has fulfilled and exceeded mystery shopper expectations in 65% of cases while described as far from expectations in 35% of them.

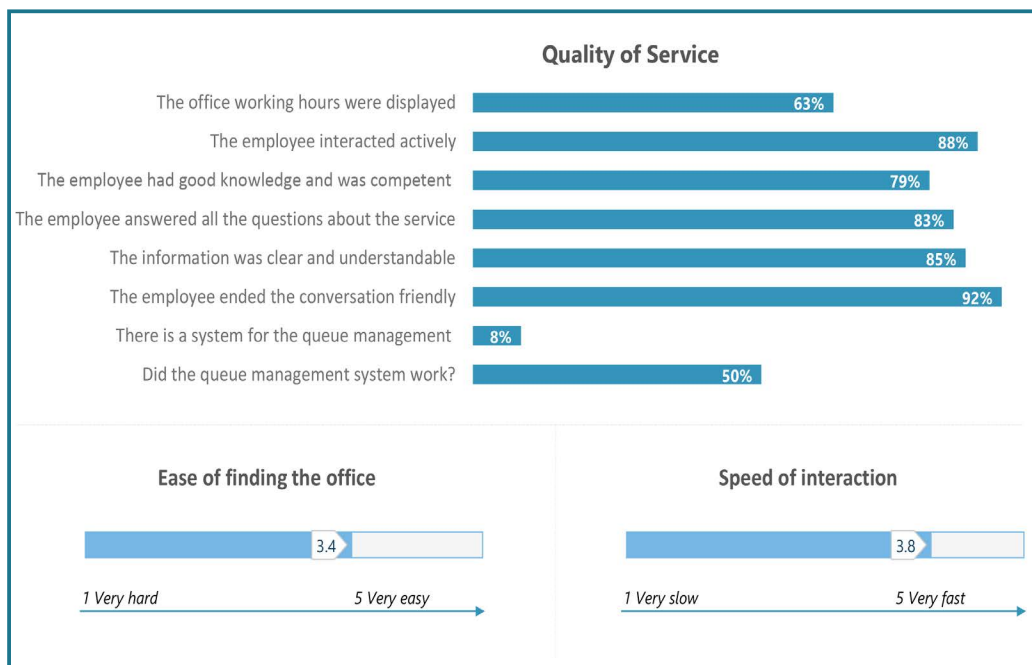


# EMPLOYEES ATTITUDE DURING INTERACTION WITH CITIZENS ALUIZNI

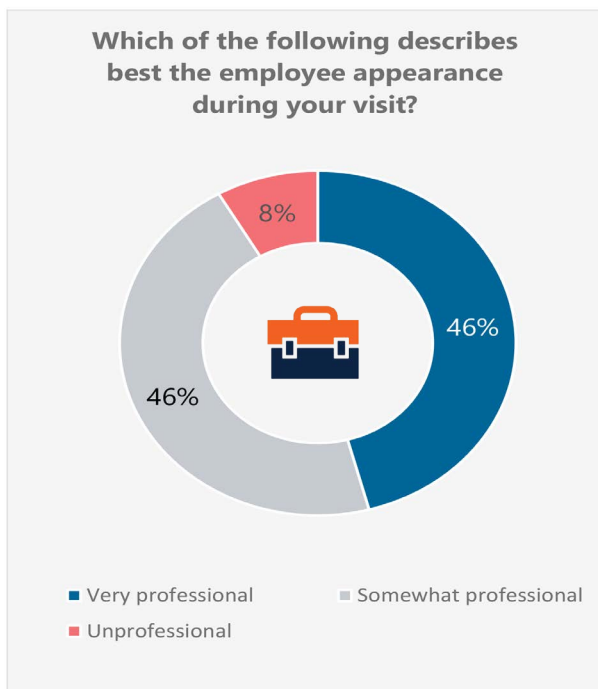


- ↳ All the elements of this dimensions have a similar estimation among them.
- ↳ Employees have offered an effective service in 88% of cases and in 85% of visits, mystery shoppers have felt welcomed.
- ↳ In more than half of the visits, interaction with the employee has been evaluated as good versus 14.6% of visits estimated as excellent and 14.6% as less than acceptable.



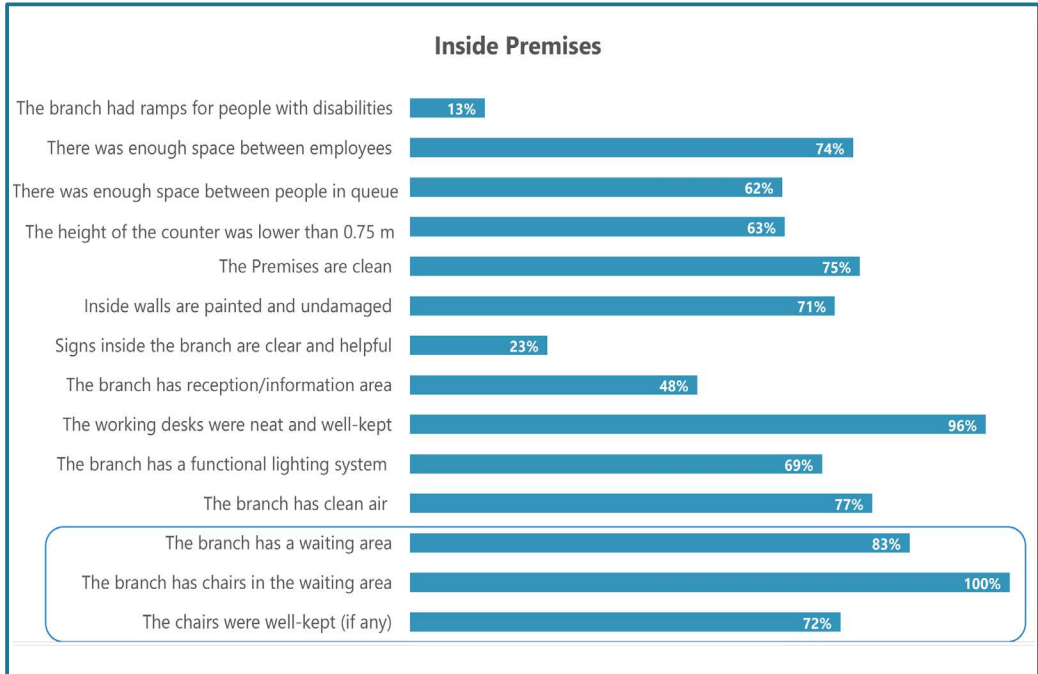


- ➔ The lowest score in the quality service dimension concerns the queue management system, found on the branch premises in only 8% of the visits and functional in 50% of the cases. Official working hours were displayed in 63% of the cases.
- ➔ Employees have actively interacted with citizens in 88% of the visits and was described as friendly and welcoming with mystery shoppers in 92% of cases.



- ↳ The employee appearance is described as very professional in 46% of the visits and as somewhat professional in 46% of them.
- ↳ The lowest ranked element is the work position labels which were observed in only 13% of cases.
- ↳ Efforts can be made to further improve the clients information handling as well as the delivery of service to citizens one at a time.





- ➔ Branch premises is the lowest ranked dimension for ALUIZNI.
- ➔ Absence of ramps for people with disabilities and clear and functioning signs inside the premises are the weakest elements observed, respectively, in 13% and 23% of visits.
- ➔ In  $\frac{3}{4}$  of the visits the branch had clean and sufficient air.

# CONCLUSIONS

- ↳ It is observed from the overall assessment of the branches of institutions and ADISA CSC counters that ADISA model works well and is significantly more effective, estimated at “standard nearly met” level (90/100 points). The counters of other institutions without the “ADISA” effect are assessed at “fair” level with 77/100 ppoints.
- ↳ Institutions overall (without ADISA counters) were assessed as close to standard or with achieved standard in about 37.3% of branches (28 branches). The same percentage 37.3% (28 branches) were assessed at a fair level and 25.3% (19 branches) as poor, very poor and out of standard.
- ↳ The highest performing institutions, removing the “ADISA” effect, are the National Business Center (83 points) followed in the second place by the General Directorate of Civil Status (81 points) and the General Directorate of Taxes (81 points). The three above mentioned institutions were judged by mystery shoppers as close to the standard.
- ↳ The worst evaluated dimensions for counters are: i) Branch Premises (74/100), ii) Employee professionalism (75/100) and Quality of Service (75/100). With a minimal effort some elements of these dimensions can be adjusted and give an immediate positive effect as for example: the display of official working hours, the use of an appropriate voice tone and volume, attention to the handing of clients information, equipment of the waiting area with chairs etc.
- ↳ The Branches (without the ADISA CSC counters) with the highest score which have also met the standard are GDT (94.1 points), NBC Tiranë (93.2 points), NBC Lezhë (91.7 points) and GDT Berat (91.3 points).
- ↳ Real effects are noted and improvement is guaranteed in those cases where counters are taken under administration by ADISA. Positive effects in the evaluation are also noted when institutions co-locate their counters at ADISA .
- ↳ It results form the assessment that institutions do not have a clear and consolidated procedure for filing complaints or in case they have one, employees have not managed to explain it in a clear and sufficient manner to the citizens. The two preliminary and necessary steps in complaint management are:
  - ◆ Setting a standard format for filling complaints
  - ◆ Establishment of a dedicated counter/corner for complaints.
- ↳ An inherent problem encountered in some institution during the mystery shopper visits is the fact that branches of the same institution in different counties apply different practices delivery of services or information. In some specific cases, the same branch applies different practices for the provision of the same information/service. Consequently, there is no consistency in the assessment of the institution, as the general index carries majors deviation in its respective branches.



## CONCLUSIONS

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- ➔ Some other issues encountered which requires immediate actions are:
  - ◆ Institution is closed during the official working hours;
  - ◆ The counter employee is not in the branch;
  - ◆ The clients wait in line without a reasonable motif as the counter clerk is distracted by other tasks (talking to the colleagues, watches videos on youtube, serves persons not in the queue, etc.);
- ◆ The employee has no knowledge about the service or incorrectly guides the citizen that the service is not needed;
- ◆ As well as problems of a technical nature (lack of electricity or failure of the electronic system).



## RECOMMENDATIONS

- ➔ The aim in public service delivery should be the establishment of **citizen care standards**, which based on the current legislation are elaborated by ADISA, as well as their inclusion in the operational procedures of each institution. These standards must include all dimensions related to the interaction of employees with citizens, starting from the “waiting in queue” standard to elements concerning knowledge about services, behavior, voice tone and volume, premises and so on. The important thing to achieve is the establishment of clear and measurable standards so that employees can easily refer to them during their daily work.
- ➔ Along with the definition of specific standards in service deliver, ADISA must develop and undertake training for the counters of institutions with the purpose to familiarize and raise capacity of employees.
- ➔ ADISA CSC effect is noticeably positive. It is recommended the continuation with a fast pace of the **opening of other CSCs in the territory, initially in all county centers** and then in other municipalities.
- ➔ Performance assessment in service delivery is a necessary element contributing in the continuous improvement of the process. The Mystery Shopper method, based on a solid structure of well-defined standards which are rigorously required, is an effective manner to measure the performance in public service provision. It is recommended **to formalize this method as a regular tool for performance measurement.**
- ➔ **Mystery Shopper Visits must be carried out in all institutions having counters with a frequency of at least twice a year.** This will contribute to establish a continuous positive “pressure” to meet required standards based on an objective assessment.
- ➔ The deployment and functionality of the e-albania portal as well as other platforms offering electronic public services and the increasing trend of opening new virtual counters carry also challenges for the provision of services in the appropriate level. Based on the piloting experience with e-permit application assessment, it is necessary to consolidate **a thorough evaluation through the Mystery Shopper Visits also for the online services, by using a detailed and well-adapted methodology with a frequency of at least twice a year.**
- ➔ In a second phase, Mystery Clients Visits can **also include the specific counter clerks, as a mechanism assessing their individual performance.** So, apart from the creation of performance indexes at branch level, individual performance of clerks can also be evaluated.
- ➔ It is recommended to **continue the tradition of awarding prizes for the best branch and the best performing institution** as well as to promote employees with the award of best performing employee.
- ➔ This assessment method (Mystery Shopper) can be **combined with other performance indicators reported on the activity of counters, so to create combined performances indexes** for each counter, branch or



# RECOMMENDATIONS

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institution offering services.

➔ In the framework of this performance assessment, it is **recommended to build an online platform which shall collect, process and make public structured information** such as:

- ◆ Specific data/indicators reported by institution on the number of service application and interaction with citizens (number of services per counter, number of services per day, average time of service delivery, number of complaints etc.);
- ◆ Data and information reported by the Mystery Shopper Visits, for

each dimension measured based on specific standards of service provision, defined by ADISA.

➔ The Platform is recommended to have a “dashboard”, with specific colors, indicating the achievement or not of the standard at branch level, as well as the possibility of data aggregation changes per institution, regions, type of service etc. This platform would serve as a working tool for each institution (having direct access to the situation in its counters) to monitor its performance as well as to identify the issues to be solved.



