

**“MYSTERY SHOPPER VISITS” AN ASSESSMENT
PLATFORM FOR IMPROVEMENT OF PUBLIC
SERVICE, FOCUSING ON CITIZENS**

Supported financially by the Agency for Support of Civil Society

Executive summary

The survey “Mystery Shopper Visits”- **An Assessment Platform for Improvement of Public Service, Focusing On Citizens**” was conducted by IDRA between September and December 2016, supported financially by the Agency for Support of Civil Society and in collaboration with the Minister of Innovation and Public Administration. Since this study was applied as an assessment instrument “Mystery shopper Visits”, a tool commonly used in assessing the service delivery by private operators. However, this instrument was used for the first time in Albania to evaluate the service provided in public institutions.

“Mystery shopper” is a trained observer to public service procedures, who interacts with the personnel of public service and prepares an immediate report on the basis of his experience. The purpose of the mystery shopper visit is testing whether the service provided by public institutions fulfills the declared standards, observation on the interpersonal skills of employees, evaluation of their performance and identifies strengths and poorness’s indicating where improvements are needed.

The evaluation focuses on five main dimensions:

- | | | |
|----------------------------------|----------------------------|-------------|
| 1. The waiting time | 3. The quality of services | 5. Premises |
| 2. Interaction with the employee | 4. Professionalism | |

The general index is a combination of the scores for each dimension, where a total of 100%, of which: “Waiting Time” is 10%, “interaction with the employee” 35%, “quality of service’ 15% “Professionalism” 15% and “ Premises” 25%.

This project was addressed to 6 Public Institutions that have the branches in 12 cities and have had the highest number of transactions during 2015. They are listed below:

- General Directorate of Civil Registry
- General Directorate of Taxation
- General Directorate of Road Transport Services
- Office of Registration of Immovable Property
- National Business Center
- Social Insurance Institute

MAIN FINDINGS

Each branch of the above institutions was visited 4 (four) times in different time intervals from different mystery shoppers, who in addition to questionnaire for each of the five dimensions were trained for 12 different scenarios, two for each institution:

The overall situation of institutions in Albania appears at an average level with an index of 77 points out of 100 in total. In general, all dimensions except the waiting time, have a rating ranging from 72-79/100 points. The less appreciated dimension with (72/100 points) was the “professionalism of staff”. The dimension with the highest performance is “Time” which is calculated as a combination of the time waiting in the queue and the time of interaction with the employee. This dimension performed at “Good” level (81/100points).

If the situation is analyzed at the visit level, more than half (69%, or 245/300) of the visits are assessed as average or above average. This result is satisfactory, however, it should be taken into account the fact that about 31% (55 visits) stands below the average and there is a need for improvement.

The institution which is evaluated with the highest score (83/100 points), with a performing level “Close to the Standard” is the National Business Center (NBC). The employees of this institution offer a good service, with politeness and a satisfied time according to the citizen. General Directorate of Taxation (GDT), also stands at “Close to the standard”, but with two points less (81/100 points) than NBC. Meanwhile, the institution with the lowest score (67/100 points) is the Office of Immovable Property Registration Office (IPRO). This is the only institution that has performed at “Poor” level.

If the survey results are analyzed by branch level, 3 branches that performed the best were: NBC Tirana (96.1/100 points), GDCR Korce (94.2/100 points) and GDT Durrës (92.7/100 points). While branches with poor performance are: IPRO Gjirokastra (48/100 points) IPRO Shkoder (49.5/100 points) and IPRO Vlora (55.1/100 points).

National Business Center, is appraised as the best institution. The offered service by this institution is assessed as “close to the standard” level. During most of the visits (79% or 34/48), NBC has been performing at an average level or has passed this level. Tirana branch is the branch with the highest evaluation.

General Directorate of Taxation (GDT) it has performed mostly well in mystery shopper visits. This institution appears in “Close to the standard” level and is ranked as the second best-evaluated institution. Durrës Branch has reached the standard with the highest evaluation (93/100 points).

The situation in the offices of **General Directorate of Road Transport Services (GDRTS)** appears in average level with an assessment of (78/100 points). The best branch of this institution is Shkodra Branch which offers services for citizens in levels “close to the standard”.

The Social Insurance Institute performs at an average level of rating scale (76/100 points), the best branch of this institution is Korça Branch, which is evaluated with 88/100 points and appears in “close to the standard” level.

Overall performance of **General Directorate of Civil Registry** is estimated to be at average level. In the southeastern region of Albania has had a number of visits evaluated more positively, than in other regions. In this region is the best branch, of this institution, Korça Branch which is evaluated with 94/100.

Office of Registration of Immovable Property is assessed with 67/100 points in a “poor” level. The best branch is IPRO Durrës which is appraised as “close to the standard” level. The most problematic branch is IPRO Gjirokaster, evaluated by 48/100 point, performing in poor level.

METHODOLOGY

Two of the main objectives of Public Administration Reform Strategy 2015 - 2020 are as below:

- 1) **Objective 4:** Strengthening the structures of public administration in order to improve service delivery to the public.
- 2) **Objective 5:** Improved, accessible and integrated public services by reducing the corruption opportunities and strengthening of ethics when delivering public services.

To create a clear picture of service delivery in public institutions in accordance with the above objectives, IDRA (Institute for Development, Research and Alternatives) with support of (Agency for Support of Civil Society) applied an instrument commonly used in the evaluation of service delivery by private operators “Mystery shopper visits”. This instrument was used for the first time to evaluate the service provided in public institutions and at the survey’s conclusion will be awarded prizes for institutions / branches with the best assessment. Results of the study will not only serve to establish a good practice awarding the best institution for each year, but the findings of the study will enable improvement for dimensions resulting problematic.

What is Mystery Shopper?	Trained observers which interact with public service personnel and complete a report immediately afterwards.
	It’s a snapshot of actual events, such as sales or service interactions.
	Tells what employees are doing, not citizens opinion.
What are the objectives of Mystery Shopper?	To test whether the service provided meets declared purposes and standards.
	Mystery shopper assesses the administrative functions and interpersonal skills of employees.
	To evaluate the professionalism, transparency and appearance.
	To identify strength and poorness and help to show where service delivery can be improved.
What are the benefits?	Offer advice and information concerning actions that will improve the overall profile of the institution.
	Help to show where service delivery can be improved
Who are the Mystery Shopper	Trained persons on public service procedures.
	Less biased, more objective than actual citizens.
	Do not volunteer profile information, but provide information when asked.

Study objectives

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

The assessment focuses on five main dimensions:

- **The waiting time**
- **Interaction with the employee**
- **Quality of Services**
- **Professionalism**
- **Premises (inside and outside)**

Approach to Institutions

During the 2015 public institutions that provide services have had over 7 Million transactions, of which the vast majority are offered by six institutions as follows:

- General Directorate of Civil Registry (approximately 4 Million)
- General Directorate of Taxation (750.000)
- General Directorate of Road Transport Services (435.000)
- Office of Registration of Immovable Property (397.000)
- National Business Center (353.000)
- Social Insurance Institute (160.000)

Given the above, it was decided that part of the study through "Mystery shopper visits" to be exactly the above institutions and more specifically their branches in 12 cities, regional centers (since the largest number of transactions is carried out precisely in these branches). Each branch of each institution was visited four times at different intervals from "different clients".

In addition to the questionnaire for each of the five dimensions, mystery shoppers were trained for 12 different scenarios, two for each institution:

1. National Business Center:
 - “Business closure - deregistration”
 - “Registration of Changes- Addition of activity”
2. General Directorate of Taxation
 - “Confirmation that all tax liabilities have been liquidated (Ltd)”
 - “Confirmation that all tax liabilities have been liquidated (Individual)”
3. General Directorate of Road Transport Services:
 - “Vehicle purchased abroad”
 - “Permanent vehicle deregistration”

4. Social Insurance Institute
“Retirement pension”
“Maternity leave”
5. General Directorate of Civil Registry:
“Transfer in another unit ”
“The marriage registration”
6. Office of Registration of Immovable Property:
“Information for issuing proof of ownership”
“Issuance of immovable property record copy file”

Determination of dimension

The waiting time it is a calculation of the waiting time in the queue and the time of interaction with the employee.

Interaction with the employee is an estimate of the employee's performance during interaction with the client. In this section are measured aspects such as courtesy, welcoming, ways of communication etc.

Quality of service is the assessment of the whole information and service provided to citizens. Evaluated aspects are such as accuracy and clarity of information.

Professionalism is the evaluation of the level of excellence and competence expected of the institution's employees, knowledge about services provided and the accuracy of their transmission.

Premises is the observation of the interior and exterior appearance of the unit to be visited.

The general index is a combination of the scores for each dimension, where a total of 100%, of which:

The waiting time	10%
Interaction with the employee	35%
Quality of service	15%
Professionalism	15%
Premises	25%
Total	100%

The Standard Valuation Scale classifies branches based on the total points they assemble from 0-100. Where 100 means that the required maximum quality standard is reached.

The quality standards can't be reached by half, the standard either is reached or not.

Based on the above, it is set that each branch that takes up to 50.9 points is will be considered “off standard” and all the branches that gather from 91-100 points will be considered they have fully reached the standard. (Refer to the chart below).

Below are listed the dimensions that are assessed at each branch and the specific elements that are measured for each dimension.

Interaction with the employee

- ✚ Welcoming
- ✚ The paid attention toward citizens
- ✚ Politeness
- ✚ Good/effective service
- ✚ Respect to other persons

Quality of service

- ✚ The displayed office hours
- ✚ Active interaction with citizens
- ✚ Knowledge and competence of the employee
- ✚ The willingness in response
- ✚ Clarity and comprehensibility of information
- ✚ Closing the conversation amicably

Professionalism

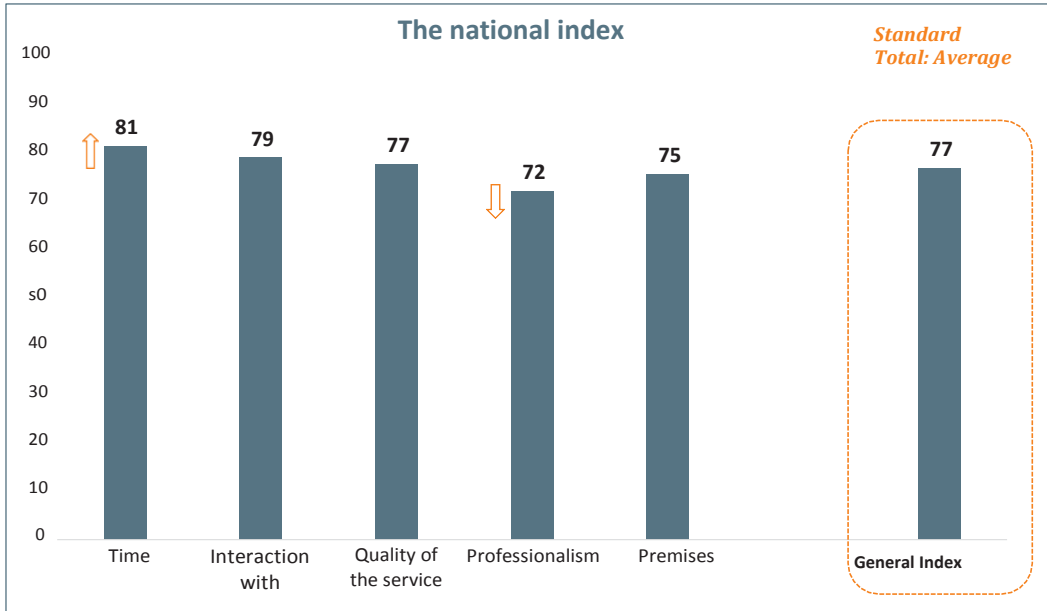
- ✚ Respecting the queue
- ✚ Protection of confidentiality
- ✚ The tone and volume of the voice during the conversation with citizens
- ✚ Personal issues weren't discuss
- ✚ They didn't talk loudly
- ✚ Name tags correspond with the employee positions

Premises

- ✚ There is enough space among employees
- ✚ There is enough space among citizens
- ✚ Cleanliness on the branch
- ✚ The walls are painted and regular
- ✚ There is a reception/information area
- ✚ The reception area has chairs
- ✚ Chairs are in order
- ✚ Desks are in order
- ✚ Functional lighting system
- ✚ The air is fresh

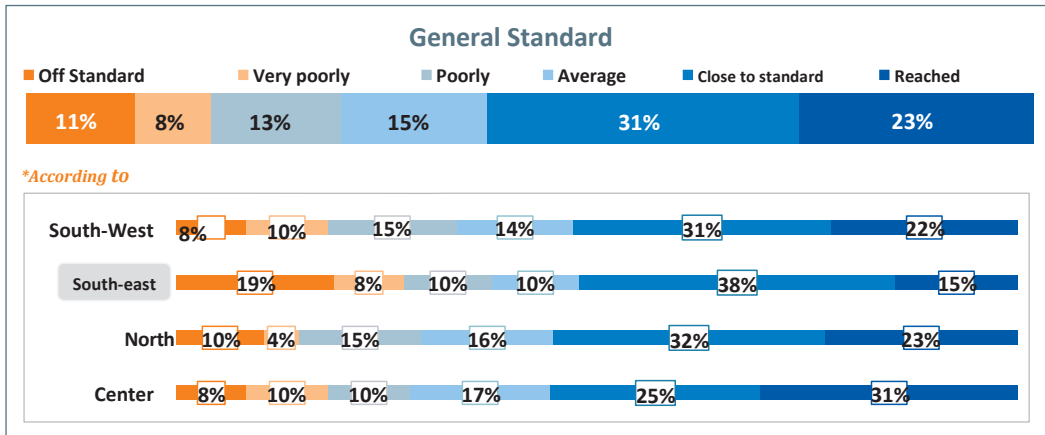
Findings of the study

General evaluation



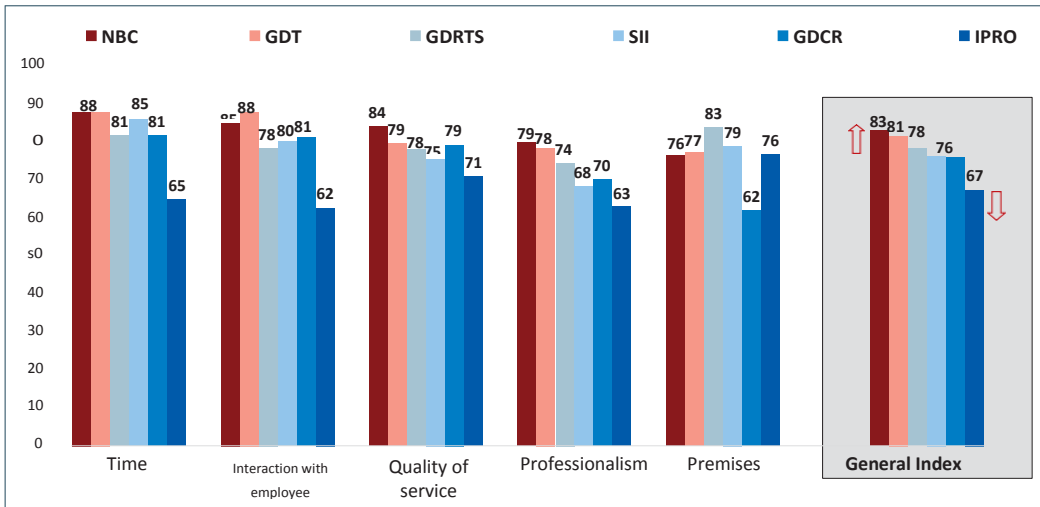
- ✚ General evaluation of the institutions involved in this study appears at an average level (77/100 points in total).
- ✚ In general, all the dimensions, besides the waiting time, have an assessment that varies from 72-79/100 points. Less evaluated dimension with (72/100 points) is the professionalism of employees.
- ✚ Time is the dimension with the best performance, which stands in “good” level with (81/100 points).

Reached Standard (%)



- ✚ If the situation is analyzed in visit level, more than half (69% or 245/300) of visits, are assessed at average level or above average.
- ✚ This result is satisfactory, however, should be held in attention the fact that 31% or 55/300, these visits stay below the average level of the rating scale.
- ✚ Hereupon in these branches there is the need to intervene on improving different elements.
- ✚ The most negatively evaluated visits result to be in Southeast region of Albania.

Assessment for each institution



- ✚ The most evaluated institution with (83 /100 points), performing «close to the standard», is National Business Center (NBC). The employees of this institution offer with politeness a good service in satisfactory time for citizen.

- ✚ The second institution is ranked the General Directorate of Taxation which also stands at “close to the standard” level, with two points less than NBC (81/100 points).
- ✚ Meanwhile the institution with lower points result to be the Office of Registration of Immovable Property with (67/100 points). This is the only one of the visited institutions that have performed in “Poor» level.

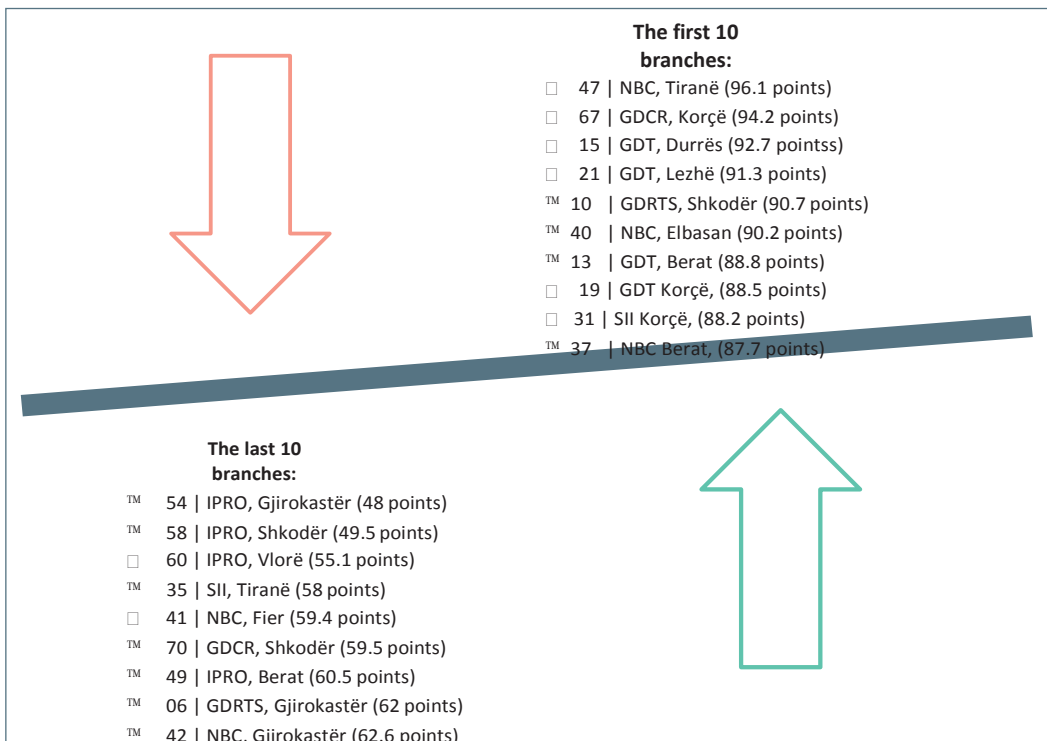
The first 10 branches and the last 10 branches.

If the results of the study are analyzed at the branch level, we note that the three branches that have performed the best are:

- *NBC Tirana Branch,*
- *GDCR Korça Branch,*
- *GDT Durrës Branch.*

Meanwhile the three branches that have performed the worst are:

- *I PRO Gjirokastra Branch*
- *I PRO Shkodra Branch,*
- *I PRO Vlora Branch*



Braches listed under general assessment

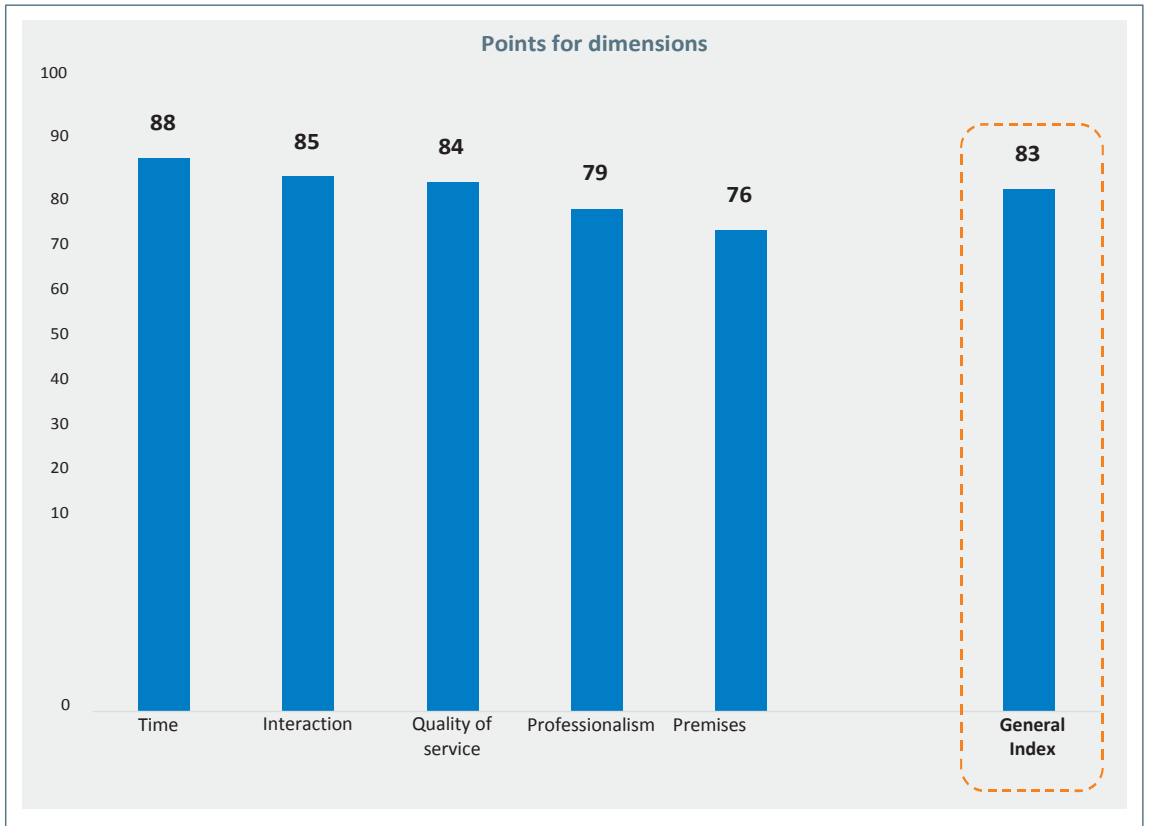
Order	Branch	Assessment	Order	Branch	Assess
1	NBC TIRANE	96.1	25	NBC KUKES	83.0
2	GDCR KORÇE	94.2	26	SII BERAT	81.5
3	GDT DURRES	92.7	27	GDT DIBER	81.0
4	GDT LEZHE	91.3	28	IPRO KUKES	80.8
5	GDRTS SHKODER	90.7	29	GDCR DIBER	80.7
6	NBC ELBASAN	90.3	30	GDRTS DIBER	80.4
7	GDT BERAT	88.8	31	GDRTS VLORE	80.3
8	GDT KORÇE	88.5	32	SII ELBASAN	80.0
9	SII KORÇE	88.3	33	IPRO ELBASAN	79.9
10	NBC BERAT	87.7	34	GDCR BERAT	79.5
11	NBC DURRES	85.9	35	GDRTS KORÇE	79.1
12	NBC SHKODER	85.9	36	GDCR KUKES	78.6
13	NBC LEZHE	85.8	37	GDT FIER	78.6
14	GDRTS BERAT	85.4	38	GDT TIRANE	78.5
15	NBC DIBER	85.0	39	SII SHKODER	78.2
16	GDT ELBASAN	84.9	40	GDRTS LEZHE	78.0
17	NBC VLORE	84.8	41	SII DIBER	77.6
18	GDCR ELBASAN	84.7	42	GDCR FIER	77.1
19	GDRTS FIER	84.4	43	GDCR LEZHE	75.9
20	SII VLORE	84.4	44	GDRTS ELBASAN	75.2
21	NBC KORÇE	84.3	45	SII KUKES	74.4
22	GDT SHKODER	84.0	46	IPRO TIRANE	74.3
23	IPRO DURRES	84.0	47	GDRTS KUKES	73.9
24	SII FIER	83.7	48	GDRTS TIRANE	73.63

Order	Branch	Assessment
49	GDCR VLORE	73.55
50	IPRO LEZHE	73.2
51	GDCR GJIROKASTER	73.0
52	IPRO DIBER	72.4
53	GDT KUKES	72.3
54	SII GJIROKASTER	72.3
55	GDRTS DURRES	72.0
56	SII LEZHE	69.8
57	GDT VLORE	67.5
58	GDCR DURRES	66.1
59	GDT GJIROKASTER	65.2
60	IPRO KORÇE	64.1
61	GDCR TIRANE	63.3
62	IPRO FIER	63.0
63	SII DURRES	62.7
64	NBC GJIROKASTER	62.7
65	GDRTS GJIROKASTER	62.0
66	IPRO BERAT	60.5
67	GDCR SHKODER	59.5
68	NBC FIER	59.4
69	SII TIRANE	58.0
70	IPRO VLORE	55.1
71	IPRO SHKODER	49.5
72	IPRO GJIROKASTER	48.0

National Business Center

- ✚ The National Business Center is assessed as the best institution. The service offered by this institution is estimated to be at "Close to the standard" level.
- ✚ The analyzed data based on a geographic region show that the branches positioned in the center of Albania have better performance than other regions. Tirana Branch is the branch with the highest evaluation (96.1/100 points).
- ✚ The situation appears slightly different in the southern region, in which are the two more "Problematic" branches for this institution: NBC Fier and NBC Gjirokaštër.
- ✚ Despite these two above branches, in general, the assessment is positive towards citizen's care. Employees at the NBC branches have mostly had a positive attitude and have demonstrated a professional performance with citizens, providing for them a clear, comprehensive and accurate information (though not always they have mentioned all the necessary documents)
- ✚ Regarding the premises and tools available to provide the services, there are some aspects than need improvement. For example, in most of the branches the office hours weren't displayed and the tags didn't correspond with position names in the desk, and there is a need for a reception area or waiting hall.

General Evaluation



Business closure - deregistration



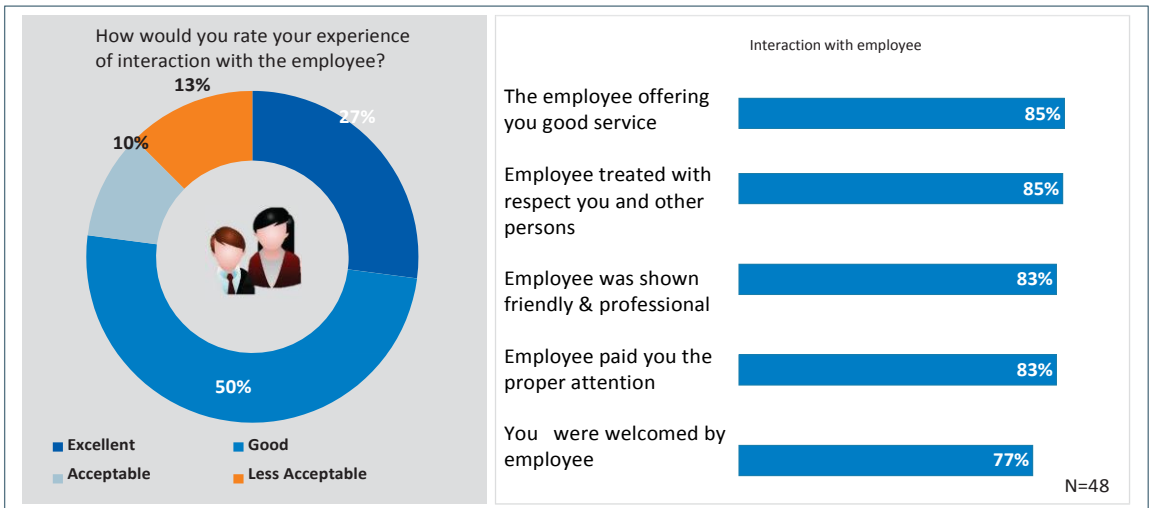
“Registration of Changes- Addition of activity



Reached Standard

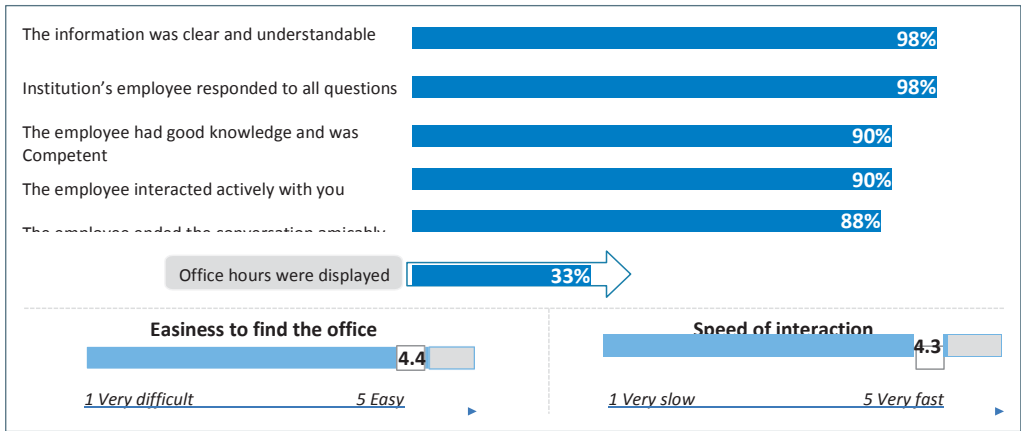
*visit level

- ✚ Visits in NBC branches have shown that, this institution provides a good service for citizen in “close to the standard” levels.
- ✚ On most of the visits (79% or 34/48), NBC has performed at an average level of performance or passed this level.
- ✚ Mostly, branches in the central region of Albania have shown higher levels of performance than branches in other regions. However the branches in the southern region need improvement.

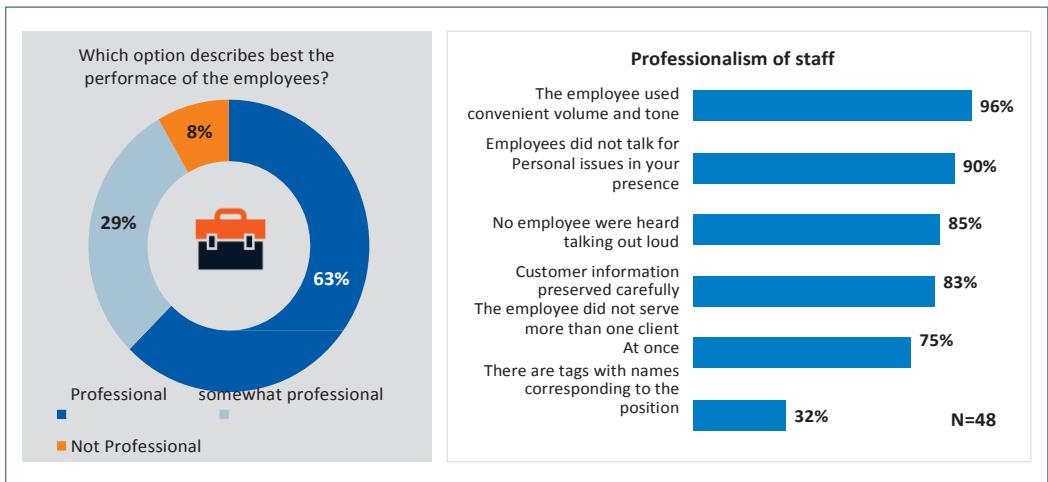


Interaction with employee

- ✚ In general, evaluation of citizens about the conduct of NBC employees is positive.
- ✚ Most branch visits (77% or 32/48) show interaction with the employee is rated as excellent or good.
- ✚ Employees care to provide more effective service and to treat citizen with respect.



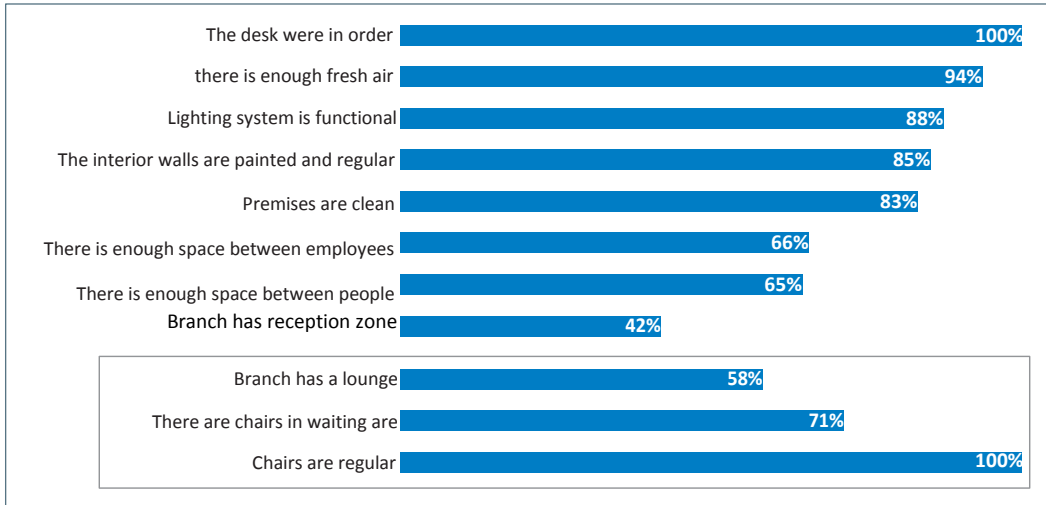
- NBC's employees provide a better service to citizens. They provide clear and understandable information and are willing to answer any questions that citizens may have.
- On every branch visit, the employees showed good knowledge of services (regardless of the scenario applied).
- Office locations are easy to find, but office hours were displayed by only 33% or 16/48 of the visited branches.



Professionalism of staff

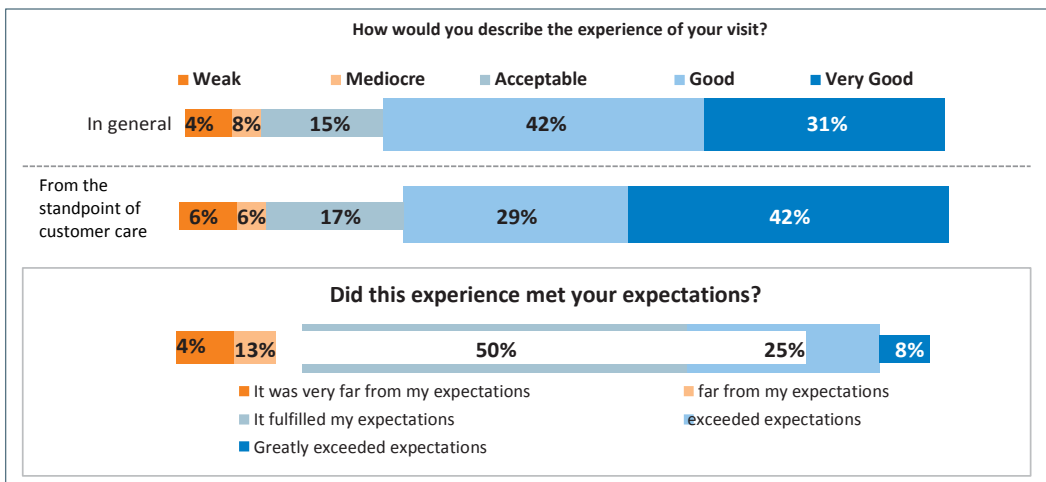
- The presentation of the NBC employees has been professional in more than half the visits conducted (63% or 30/48 visits), although there are some aspects that need improvement.
- On most visits (78% or 35/48) has been noticed that the labels with the names of positions, or in some other cases are missing or do not correspond to the employee serving at a particular desk.
- Another aspect which should be improved is to focus on one citizen during the interaction since it has been observed, that in certain cases, the employee serves more than one citizen at once.

Branch Premises



- Although located in the average level, premises are the dimension which has received fewer points (76/100 points) during NBC's assessment.
- Problematic issues in this dimension are the lack of reception area, lack of waiting hall, as well as insufficient space between employees or between line-ups of people.

Gained experience from the visit



- Overall, visits to NBC's branches are reported as a positive experience. On most visits, (73% or 32/48) the general experience has been good or very good.
- This result shows even if the experience is analyzed in terms of customer service.
- In the majority the branches (83% or 39/48), visits have met or exceeded the mystery shoppers expectations.

General Directorate of Taxation

- ✚ General Directorate of Taxation (GDT) has performed well, in most of the mystery shopper visits. This institution stands at level "Close to the Standard" and is ranked as the second best institution for the overall assessment.

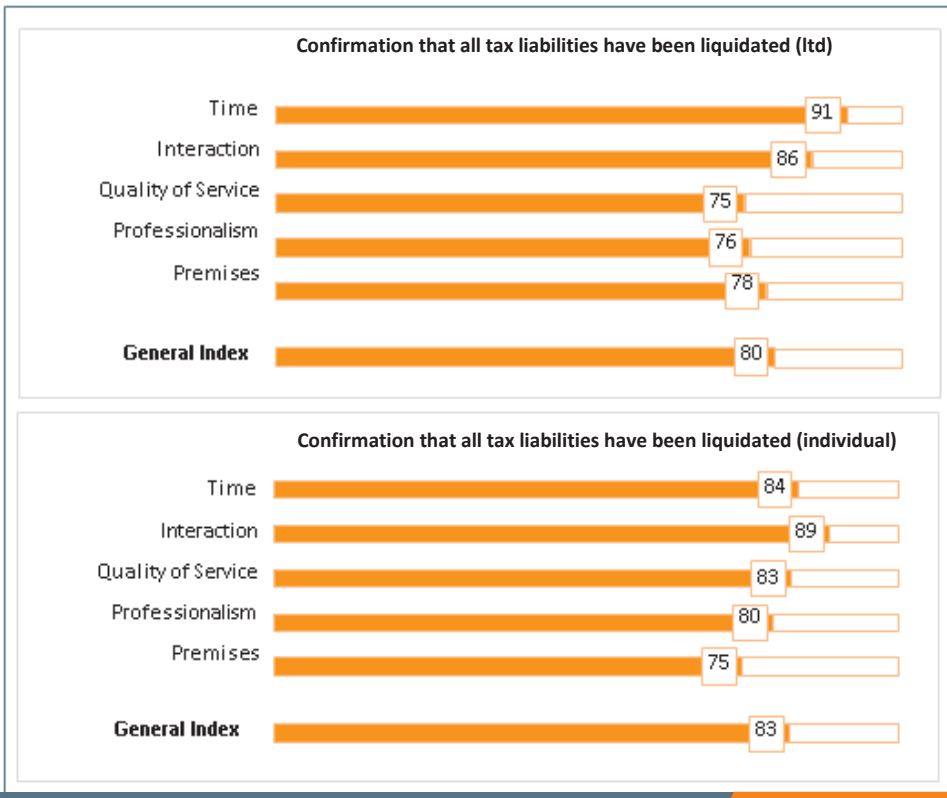
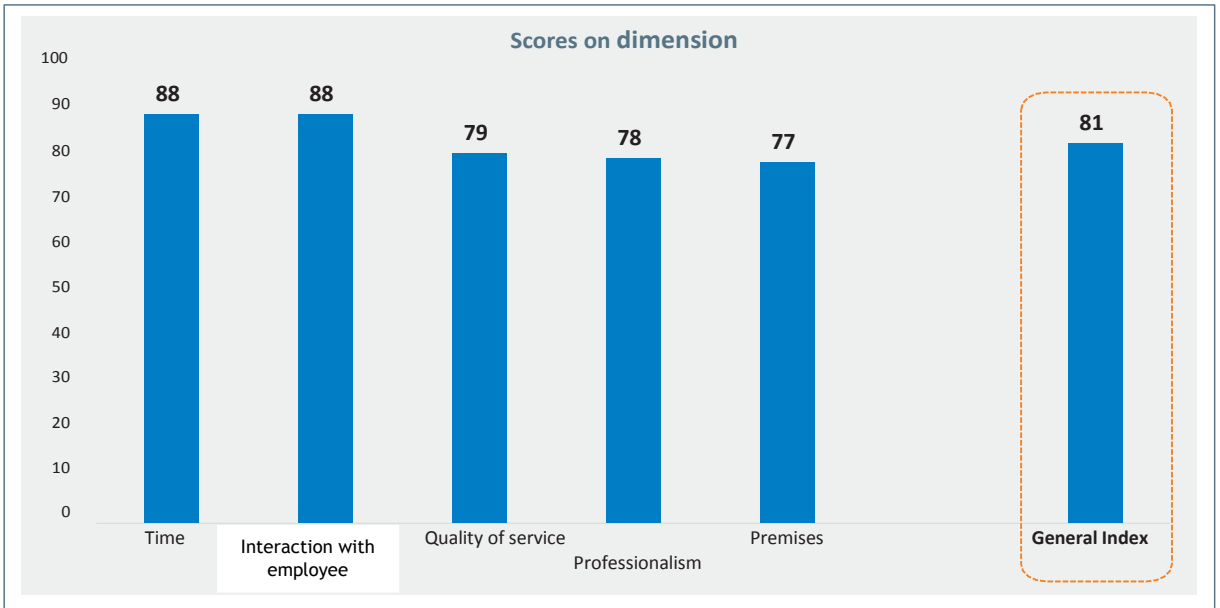
- ✚ Results of visits, divided by geographical region show that branches that has performed best, are found in the central region of Albania. The branch that has achieved the highest rating and has reached the standard (93/100 points) is the GDT Durres.

- ✚ Meanwhile, in the southern region of Albania, the situation appears a little different. Evaluation score is a bit lower in this region and there are also two branches that result "problematic". Deficiencies in these branches have been associated with the denial of information by employees or incomplete information on the "client".

- ✚ Regarding the above mentioned situations, the GDT employees have better interaction with citizens and offer professional service with a quality at levels "close to the standards"

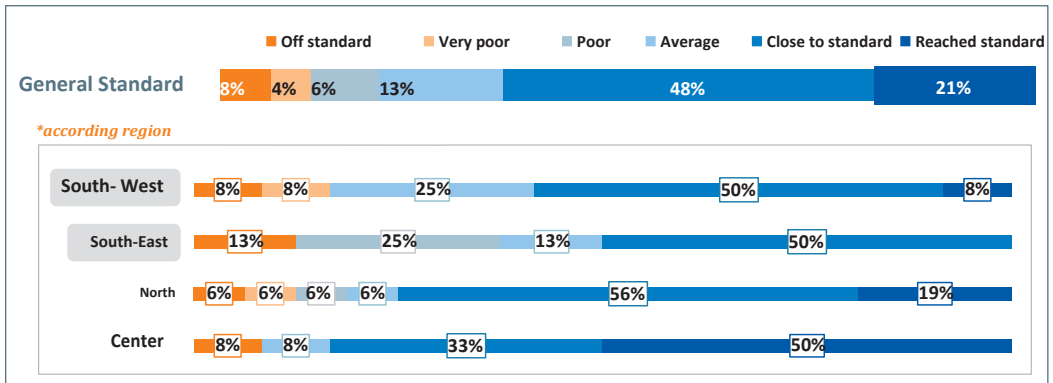
- ✚ Issues that need to be improved in this institution is equipment of the branches with a reception/information area and a waiting hall, the display of working hours, setting the corresponding names in desks as well as carefully preserving client information.

General Evaluation



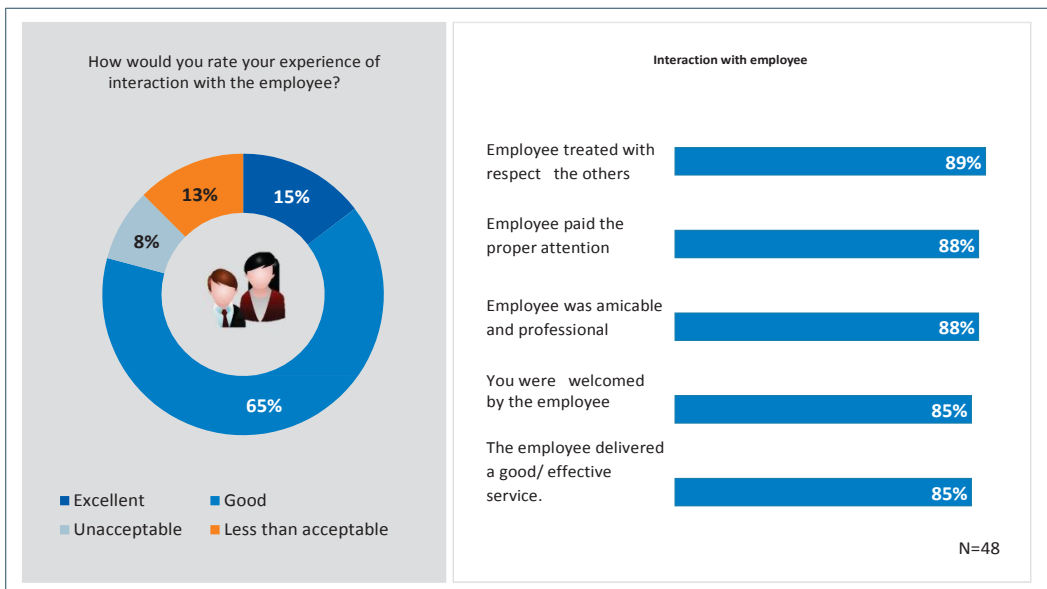
Reached Standards

**Visit level*



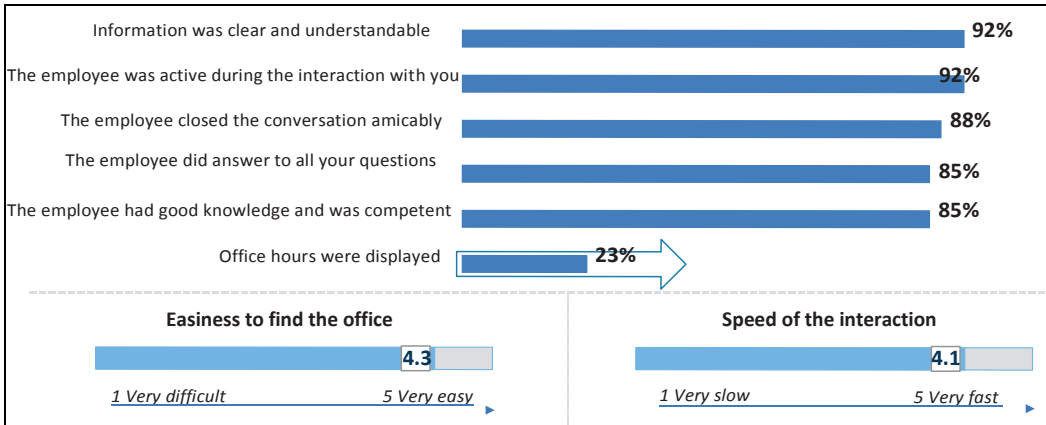
- ✚ General Directorate of Taxation is the second institution regarding the level of performance reached and appears in the average level of the rating scale.
- ✚ The result divided by geographic region indicates that branches positioned in the center of Albania have a higher performance than branches stationed in other regions.

The behavior of employees during the interaction with citizens



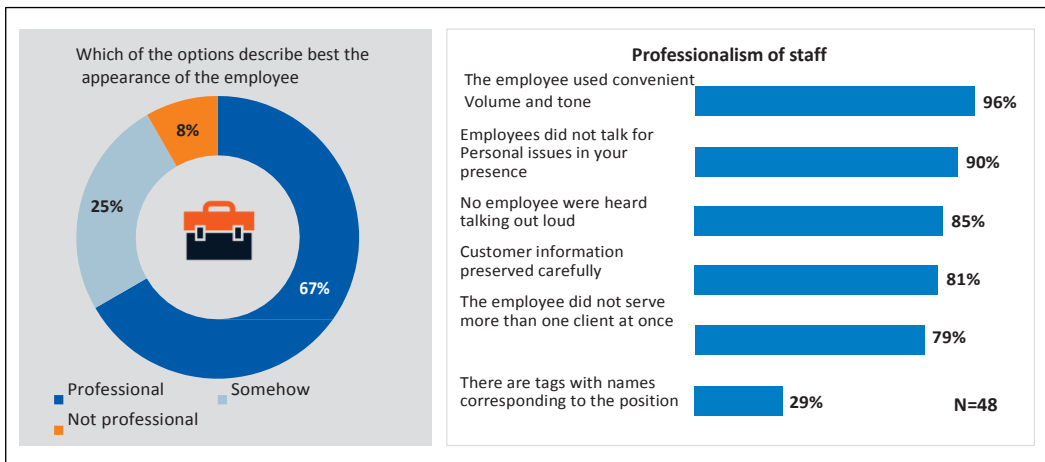
- ✚ The performance of employees during the interaction with citizens turns out to be a "major strength" for this institution.
- ✚ In about 80% or 38/48 of the visited branches, the performance of employees is well appreciated or very good.

Quality of service



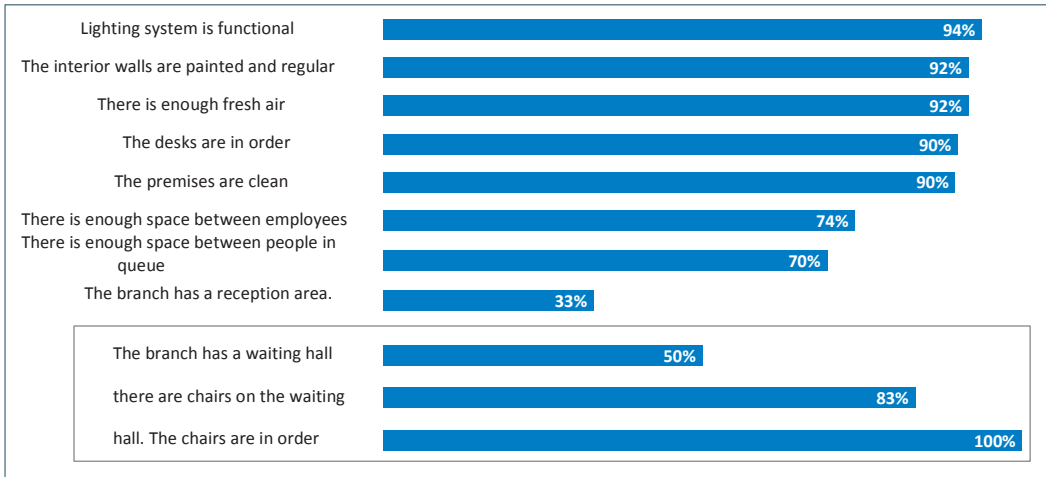
- ✚ The quality of service provided at this institution stays at level close to the standard
- ✚ Results indicate that employees provide clear and comprehensible information. They actively interact with citizens, although there is room for improvement in the level of their knowledges.

Professionalism of staff



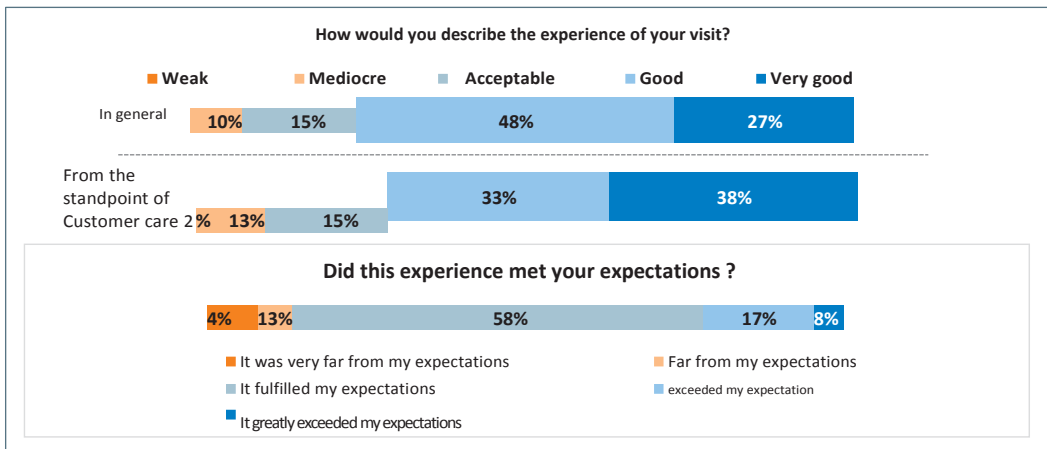
- ✚ Appearance of employees of General Directorate of Taxation, is reported to be professional at 67% or 32/48 visits.
- ✚ Problematic aspects in this dimension could be considered confidential information about citizens and determination of positions through regular labels/tags in the respective desks.

Branch premises



- ✚ Mostly, in the branches of GDT, premises are tidy and clean, there is fresh air and a good lighting.
- ✚ However, aspects such as the lack of a reception area and a waiting hall, are problematic, to 30% or 14/48 visits, is reported that there isn't enough space between people in the queue.

Gained experience from the visit

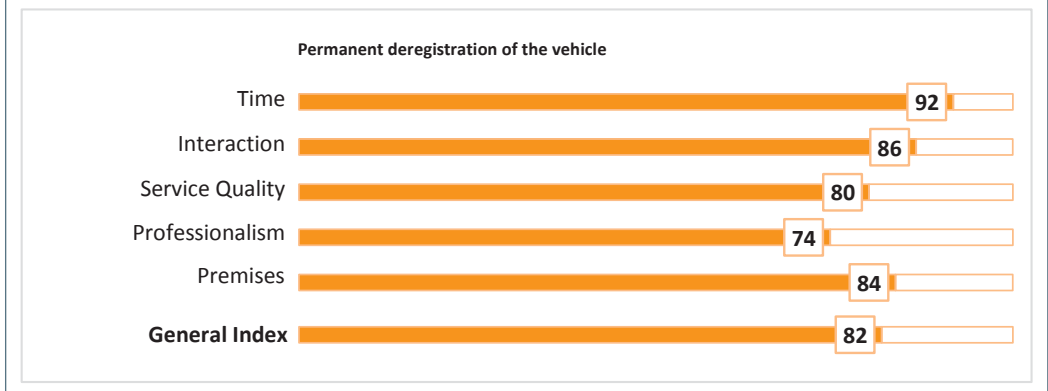
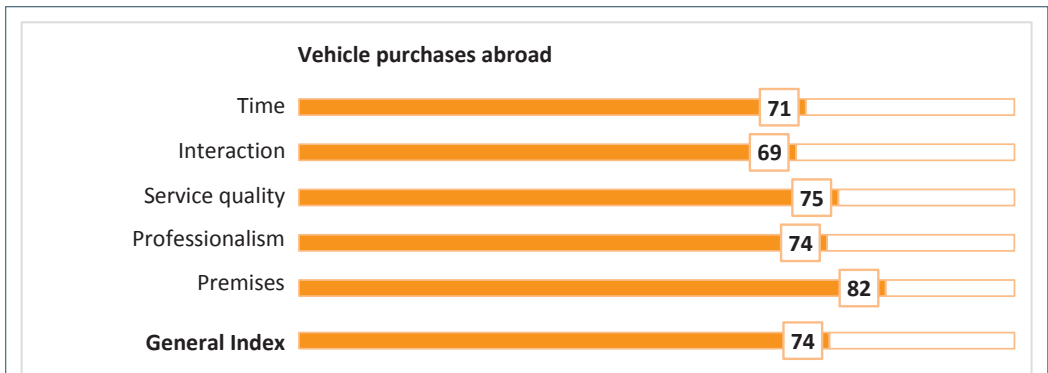
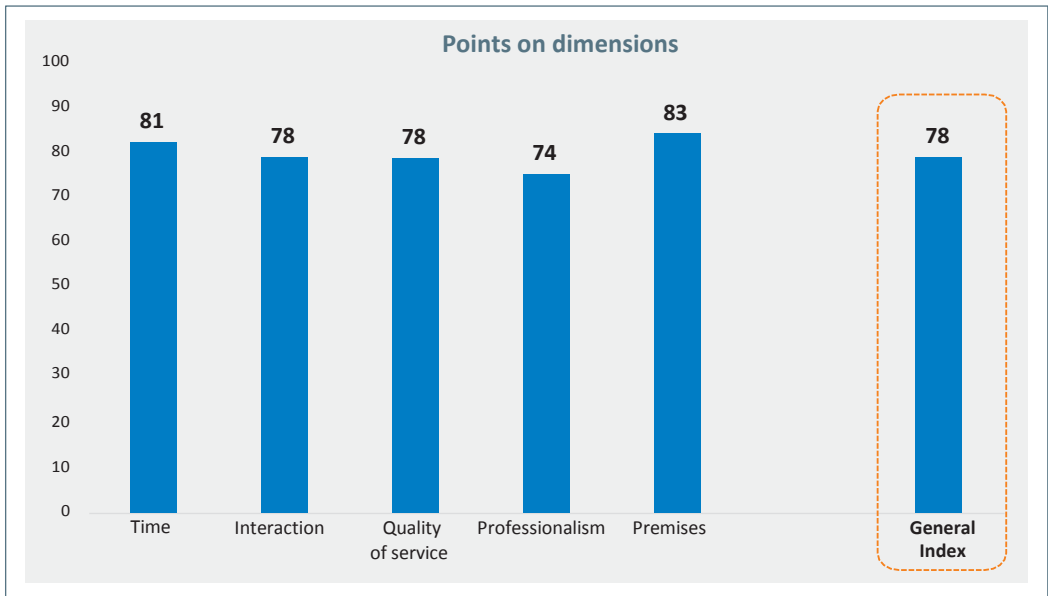


- ✚ In general, the overall experience at this institution has been at a good level or very good (75% or 36/48 visits). In 83% or 39/48 visits, it was reported that experience in this institution has met or exceeded expectations of the mystery shopper.

General Directorate of Road Transport Services

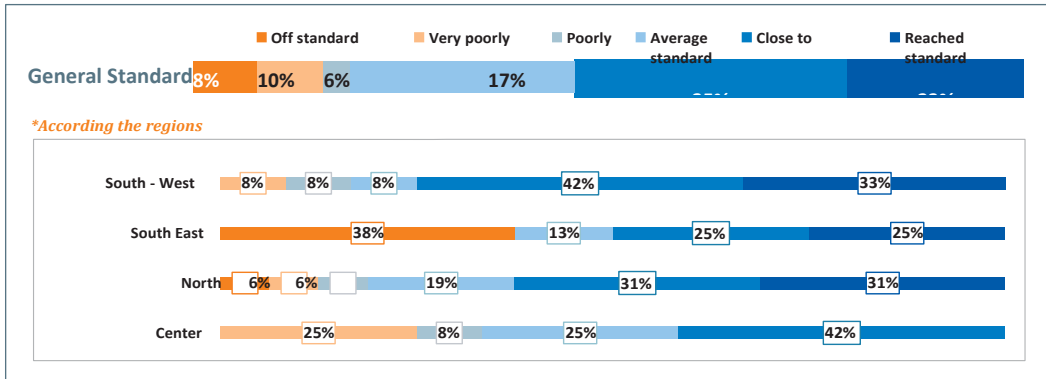
- ✚ The situation in the offices of the General Directorate of Road Transport Services (GDRTS) appears at an average level rating (78/100 points).
- ✚ At the regional level, offices in central and southwestern Albania have a higher performance than offices situated in other regions.
- ✚ The best branch of this institution has resulted from GDRTS Shkodra which has reached the standard (91/100 points).
- ✚ Mystery shopper could not get a quality service at any of the branches visited, but in general the behavior of employees during the interaction with citizens estimated to be average standard.
- ✚ From the survey results, it can be said that employees in subsidiaries GDRTS are more oriented towards providing quality information.
- ✚ During visits to these branches, mysterious customers have been able to obtain clear information and comprehensible to the questions that have run, but not always in a professional manner. Professionalism is a dimension which needs to be improved in this institution.

General Evaluation



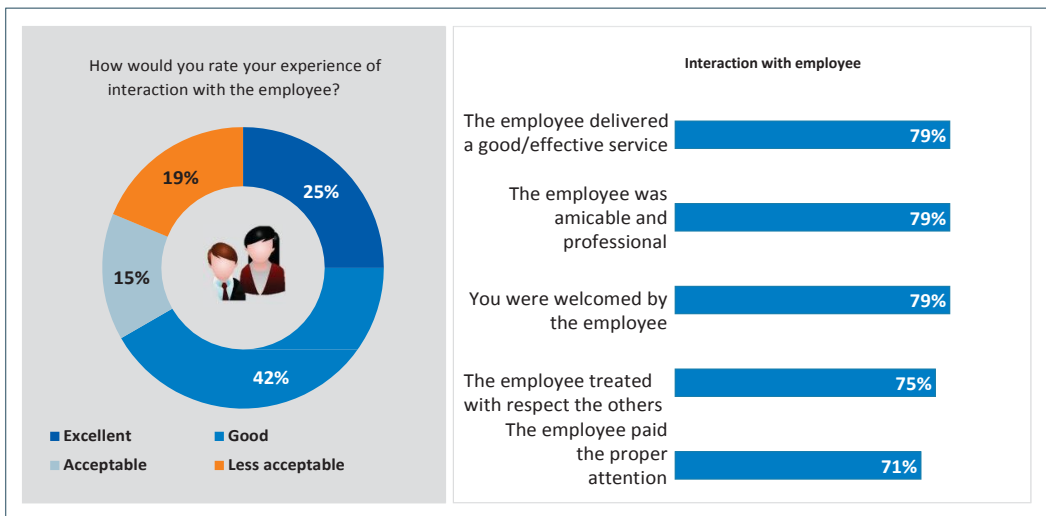
Reached standard

*Visit level



- GDRTS offers services to citizens, which in general are on the average level of the rating scale.
- Analyzed results by geographic region, show that, there were more positive visits on the southwestern area and northern Albania than in other areas.
- The Region in where were reported more negatively assessed visits is the southeastern.

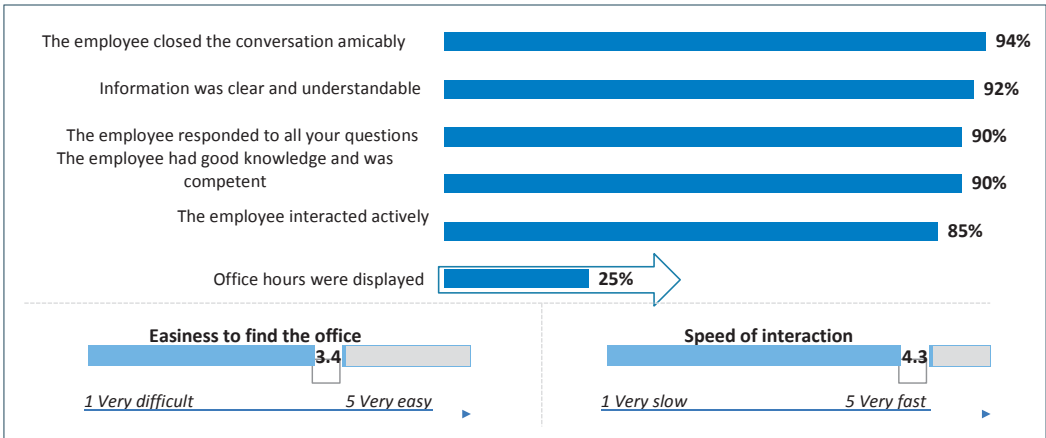
Interaction with employee



- The experience of interaction with employees in GDRTS branches, is assessed mainly good. In most of the visits (82% or 39/48) interaction with the employee has been at acceptable or good / excellent levels.

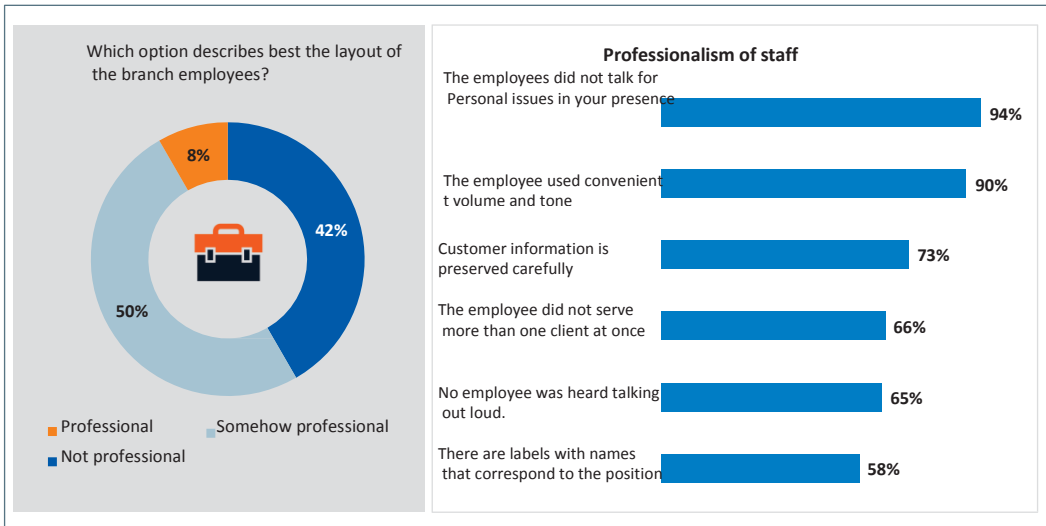
- ✚ The aspects of this dimension lie at the average level in the scale.
- ✚ Must be taken care to attention due citizen, because this aspect is at the lowest point of the average assessment level (71% or 34/48 visits).

Service Quality

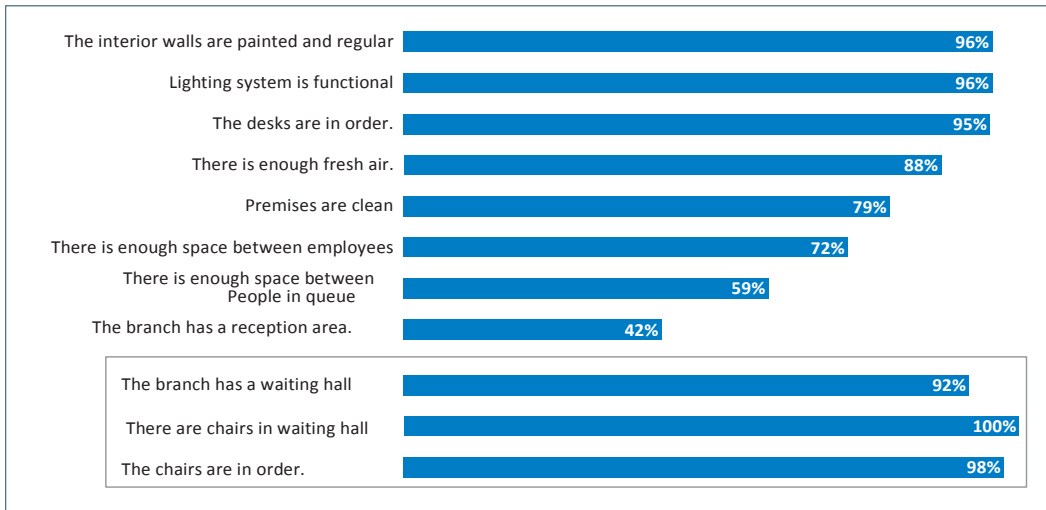


- ✚ The service quality offered by GDRTS is at satisfactory levels. The employees are willing to provide for citizens, a clear and comprehensive information. Mostly, they respond actively to the questions and show good knowledge.
- ✚ The only problem in this dimension is the lack of displaying working hours as well as partially easier to find the office

Professionalism of staff

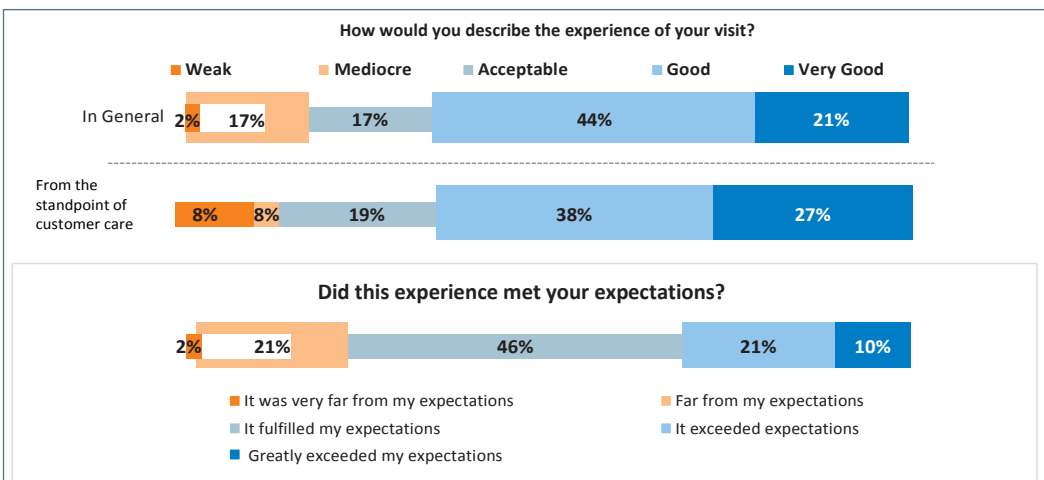


Branch Premises



- In general branch premises of GDRTS are clean and regular.
- The interior walls of the branches were painted and regular with a functional lighting system.
- Generally is noted the presence of a regular waiting hall.
- The premises dimension for GDRTS is well appreciated, however, are noticed some issues such as insufficient space between people in the queue and the lack of a reception / information area.

Gained experience from the visit

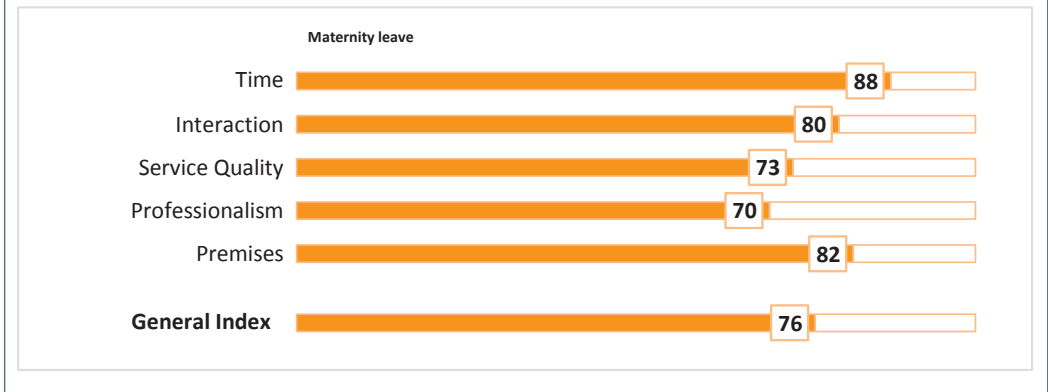
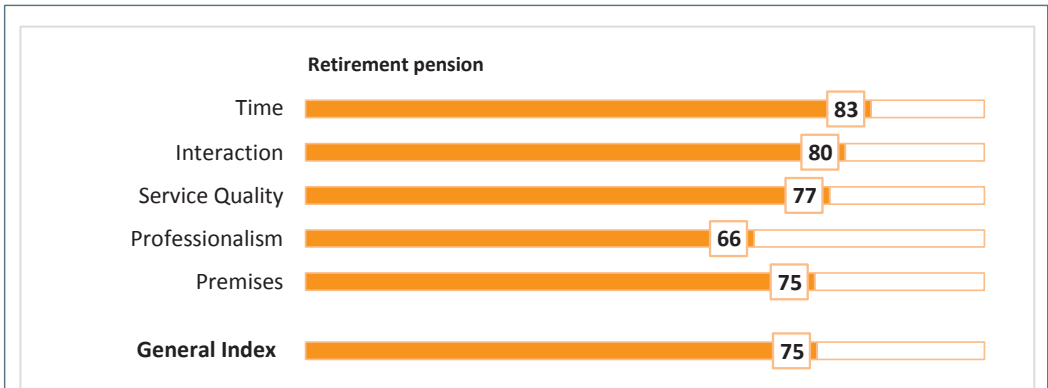
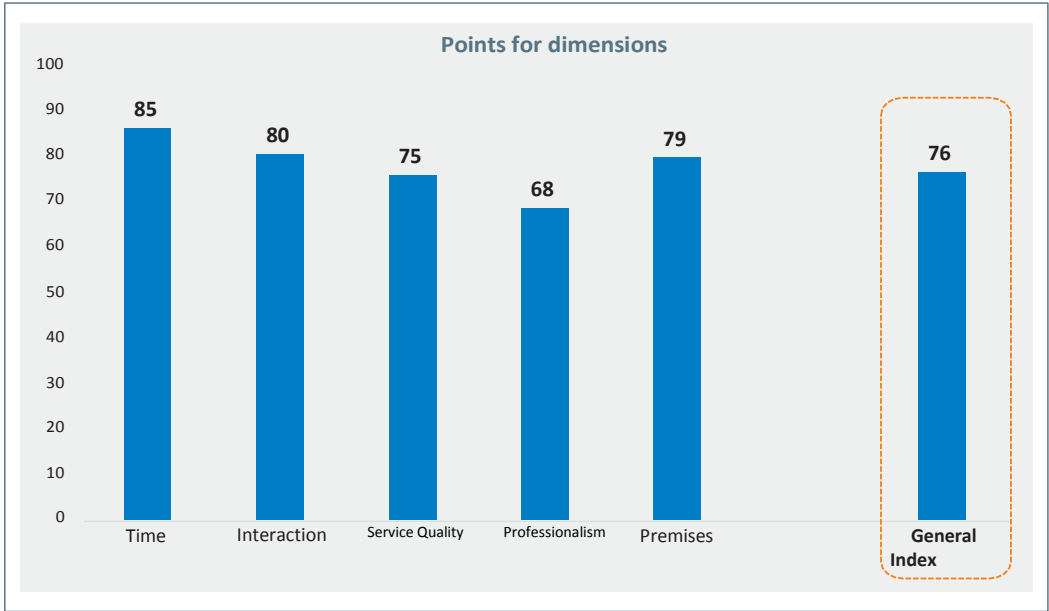


- The whole gained experience from visits to GDRTS branches is considered positive.
- The results show that most (77% or 37/48 visits) experience in this institution has met or exceeded the expectations of the mystery shopper.

Social Insurance Institute

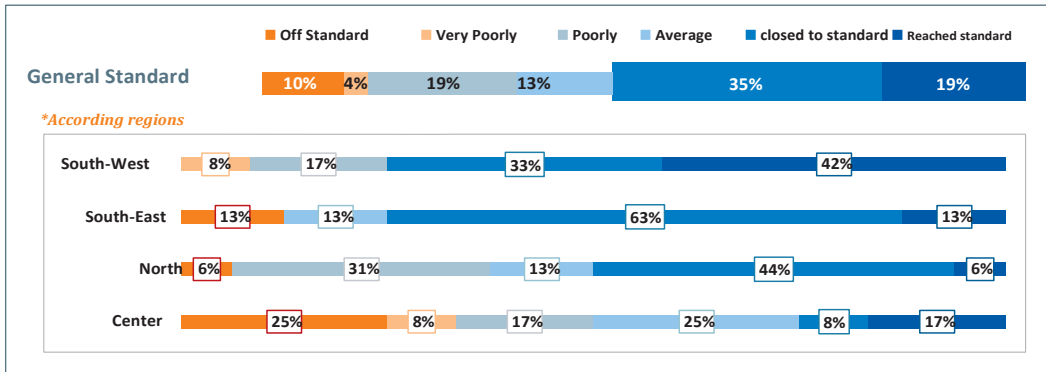
- ✚ Social Insurance Institute appears in average level in rating scale with (76/100 points).
- ✚ The divided results according to geographic regions show that the highest number of visits reported as positive are in the southern region.
- ✚ The best branch of this institution is SII Korçë, which is assessed with 88/100 points and appears in close to standard level.
- ✚ Meanwhile the most problematic region about this institution is central Albania. In this region is reported, the less evaluated branch, SII Tirana, with 58/100 points which is “very poor” level.
- ✚ On institution level interaction with citizens appears in average level.
- ✚ The less evaluated dimension for this institution is the “professionalism”. This low assessment is due to aspects such as: The employee served more than one citizen at once. (34% or 16/48 visits) and the client information was not preserved with care (31% or 15/48 visits, and the label name was present only in 17 % or 8/48 visits

General Evaluation



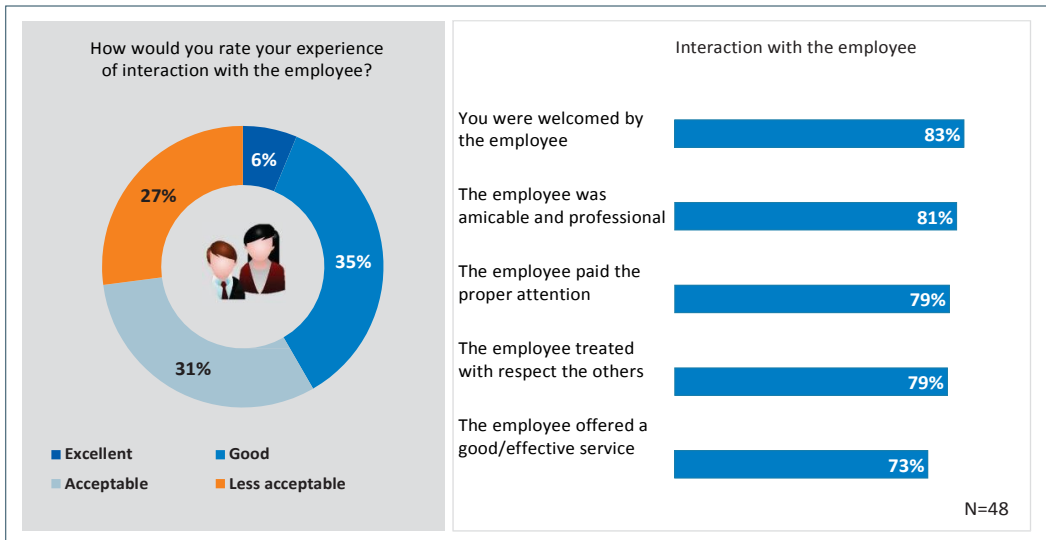
Reached standard

*Visit level



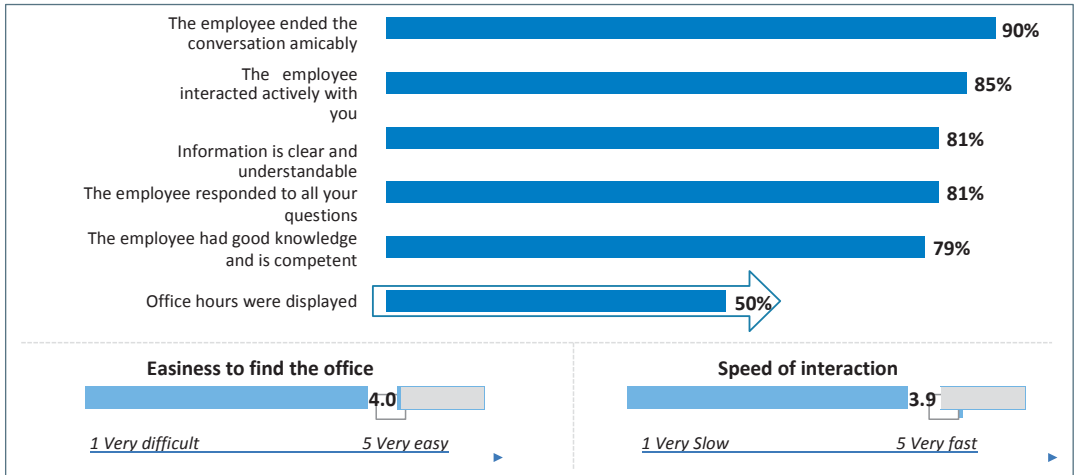
- In most of the visits (67% or 32/48) service delivered by this institution is at the average level or above average level.
- At regional level, the southern region is assessed more positively than other regions.

Interaction with employee



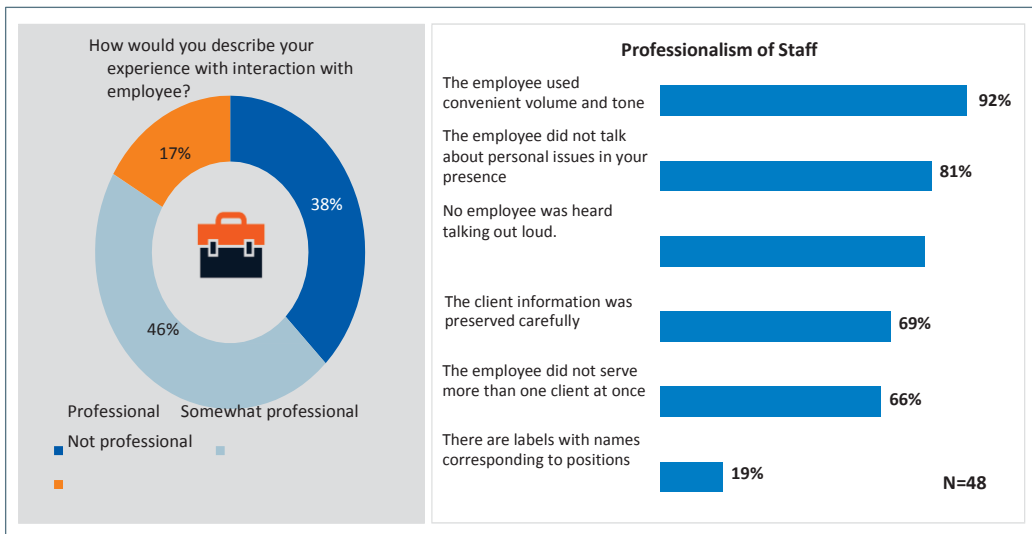
- Mainly the interaction of the employees with citizens is assessed at average level. Issues like welcoming by the employee and professional and amicable performance are aspects rated as close to the standard.
- Evaluation is at average level due to aspects such as offering a good and effective service and respecting the citizens by giving the proper amount of attention.

Service Quality



✚ Is reported that in general, the employees of the Social Insurance Institution have an amicable behavior and interact actively in close to standard level. The knowledge shown by they are at an average level and required information isn't offered complete.

✚ One problematic issue in this dimension is the display of office hours in respective branches.



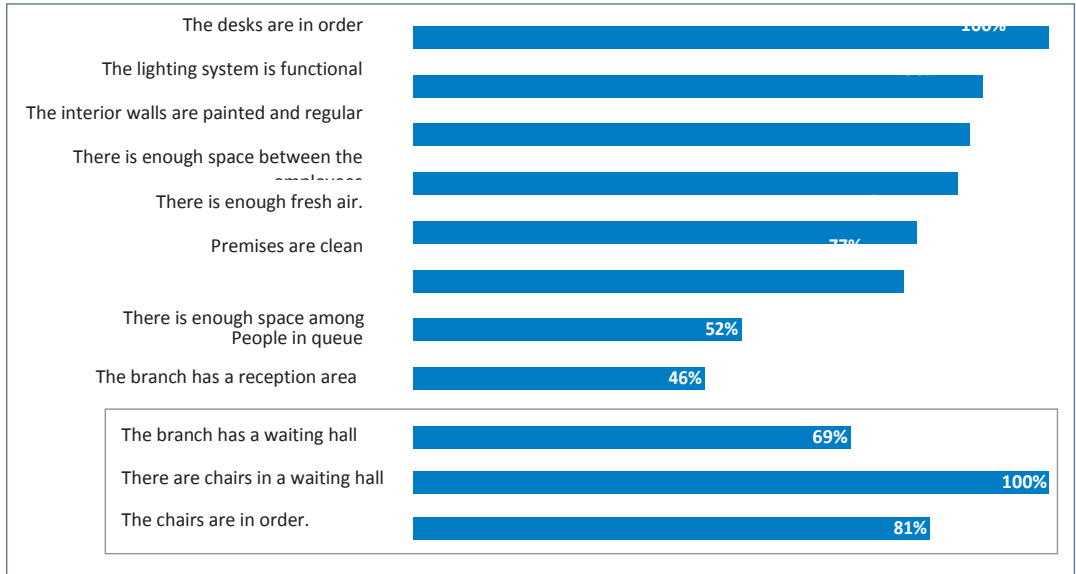
Professionalism of staff

✚ The professionalism is the lowest evaluated dimension for this institution and appears at "poor" level.

✚ In 16/48 visits is noticed that the employees served more than one client at once and the client information was not preserved with care.

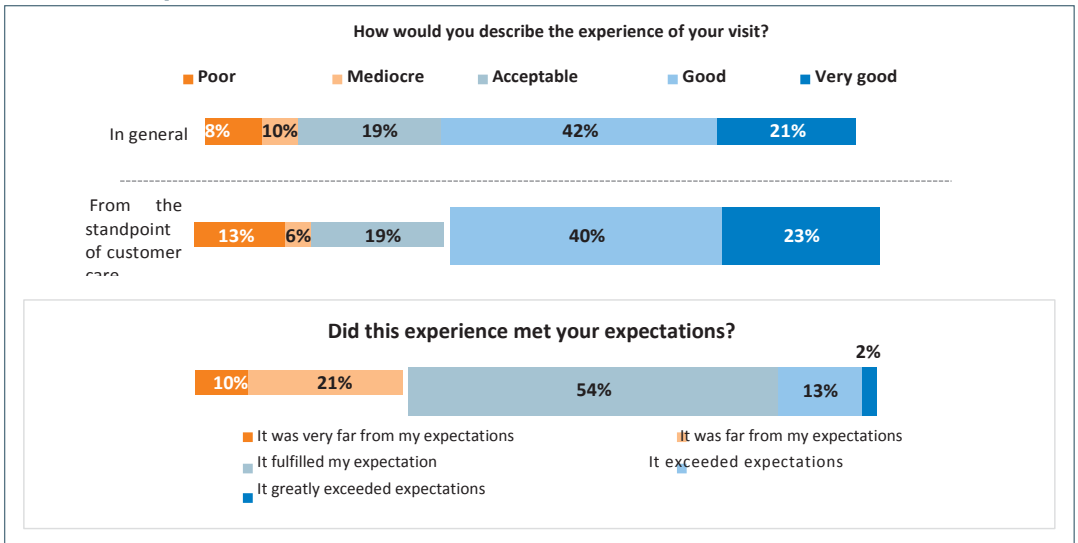
✚ Another problematic issue is name tags that didn't correspond with positions. In 81 % or 39/48 visits the labels were missing or weren't in order.

Branch Premises



- Branch premises of this institution are evaluated in average level. In general, the branch appearance is in order and there is a functional lighting system.
- Almost in half of the branches, there is a lack of the reception area.
- Also in half of the conducted visits, it is stated that the space between the people isn't enough.

Gained experience from the visit

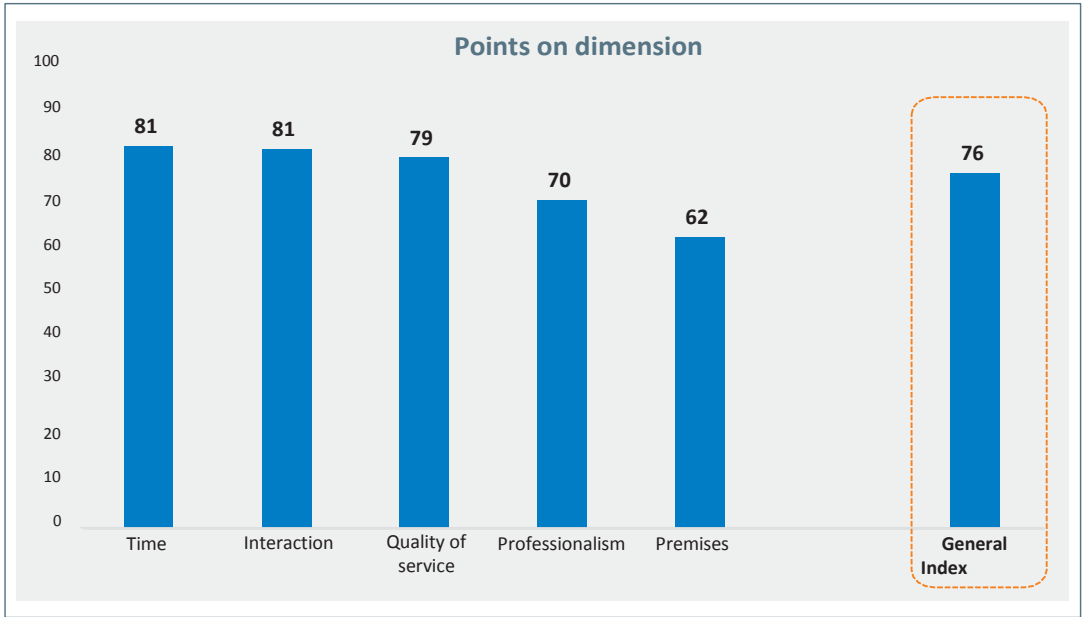


- In general the conducted visits to SII Branches have created a positive experience.
- In 69% or 33/48 of the cases, the visits has met the expectances of mystery shopper or has exceeded them

General Directorate of Civil Registry

- ✚ The performance of the visited branches to General Directorate of Civil Registry is evaluated as average level.
- ✚ In southeastern region of Albania a huge number of visits are assessed positively regarding the other region. In this region is also the best evaluated branch, GDCR Korçë”, which has reached the standard scoring 94 points out of 100.
- ✚ In the meantime, in the central and northern region the situation appears in a different way. For this branch is the highest reported number of negatively (poor, very poor, of the standard) assessed visits. The lowest scoring branch is GDCR Shkoder by 60/100 points. Inside the premises of this branch the citizen was smoking and on the floor there were cigarette filters
- ✚ Generally the interaction with the employee is at a positive level (81/100 points).
- ✚ As concerning issue in this dimension seems the client’s data protection, the name tags corresponding with positions and overall premises.

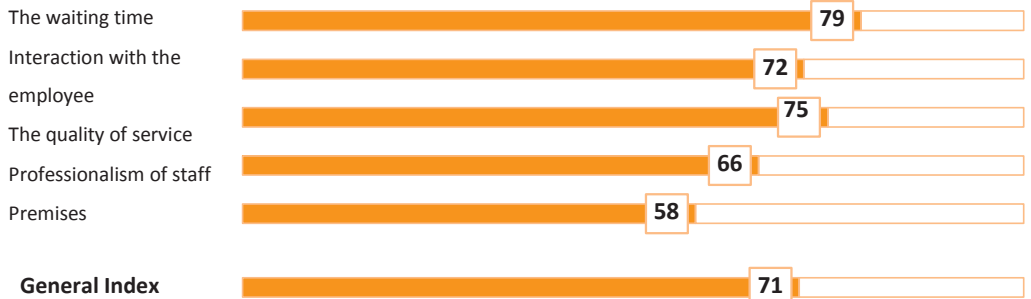
Overall Evaluation



Transfer in another unit

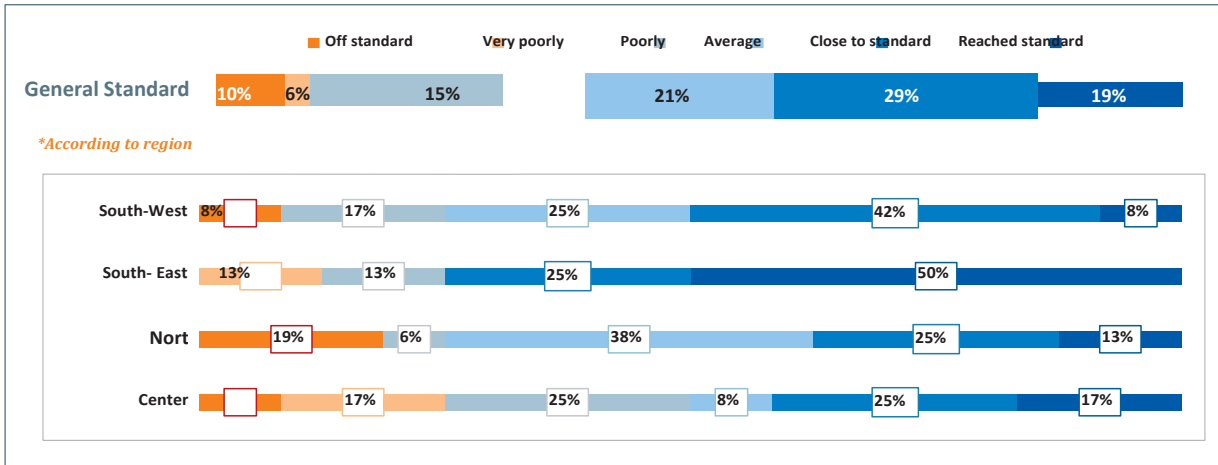


The registration of marriage



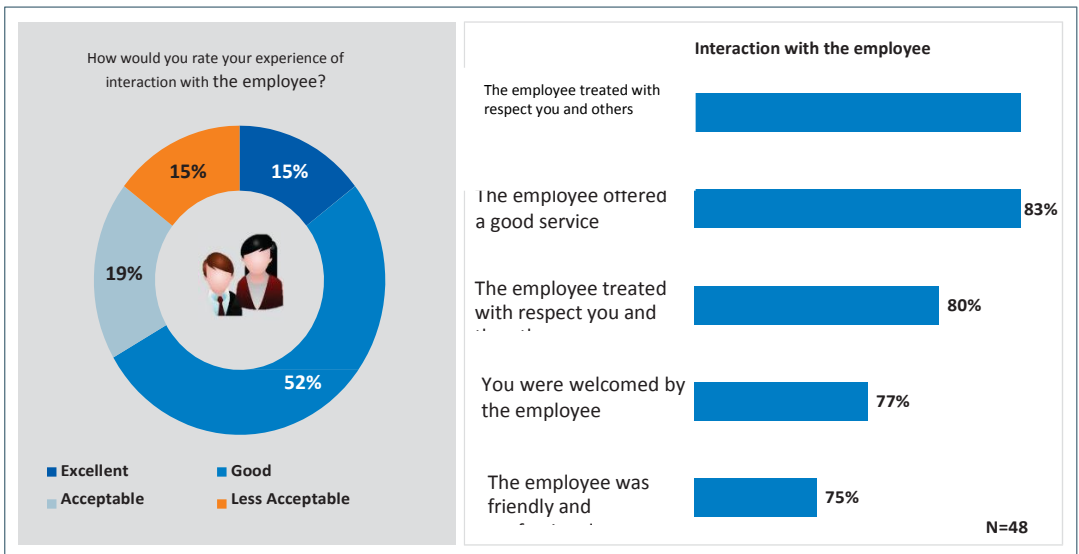
Reached standard

* Visit level



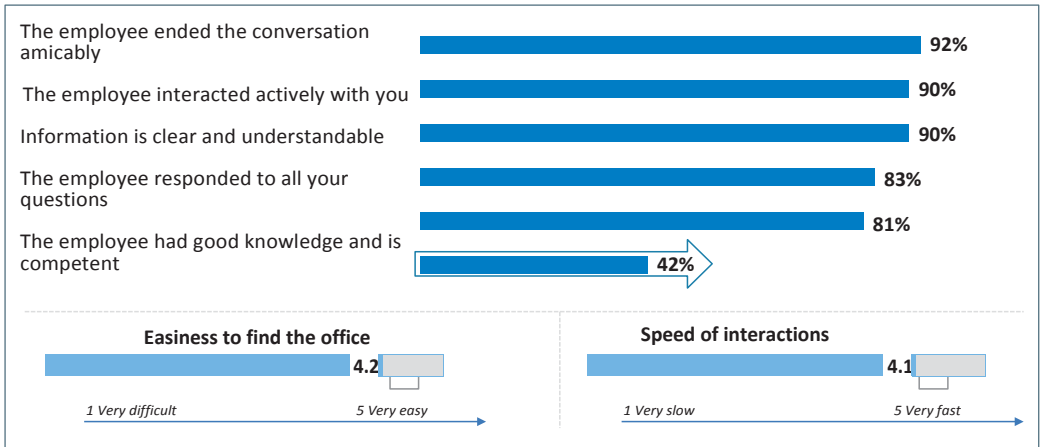
- ✚ The general reached level during all visits to GDCR is on average.
- ✚ The southern region has more visits reported as acceptable and good level
- ✚ In the meantime the opposite appears in northern region were averagely are reported more visits at poor level or off standard.

Interaction with employee



- ✚ The behavior of the GDCR employees during the interaction with the citizens is estimated to be at an average level.
- ✚ Aspects like deliver a good service (83% or 39/48 visits) and attentions to citizen (83% or 39/48 visits) are in “close to the standard” levels, however the respect toward other persons (80% or 38/48 visits), the welcoming (77% or 37/48 visits) and amicable communication (75% or 36/48 visits), are assessed at lower levels.

Service Quality

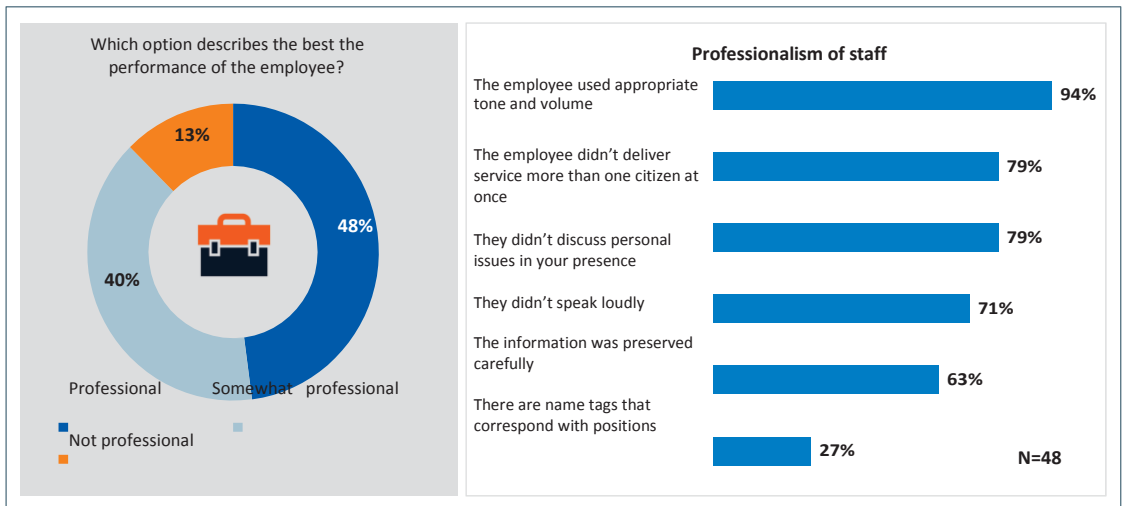


✚ Visits to the GDCR branches have shown that branch employees generally end the conversation in a friendly way, as they have answered the client’s questions clearly and comprehensively.



✚ The problem in this dimension is just the lack of displaying office hours in the branches or have been noted different schedules on different branches.

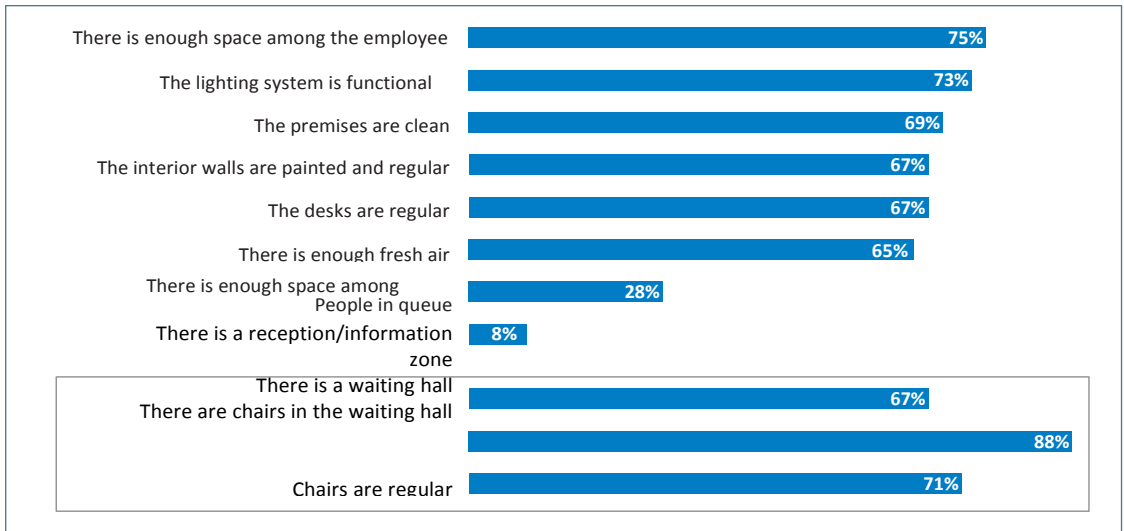
Professionalism of staff



✚ The presentation of GDCR employees was rated as professional on half of the visits (24/48 visits).

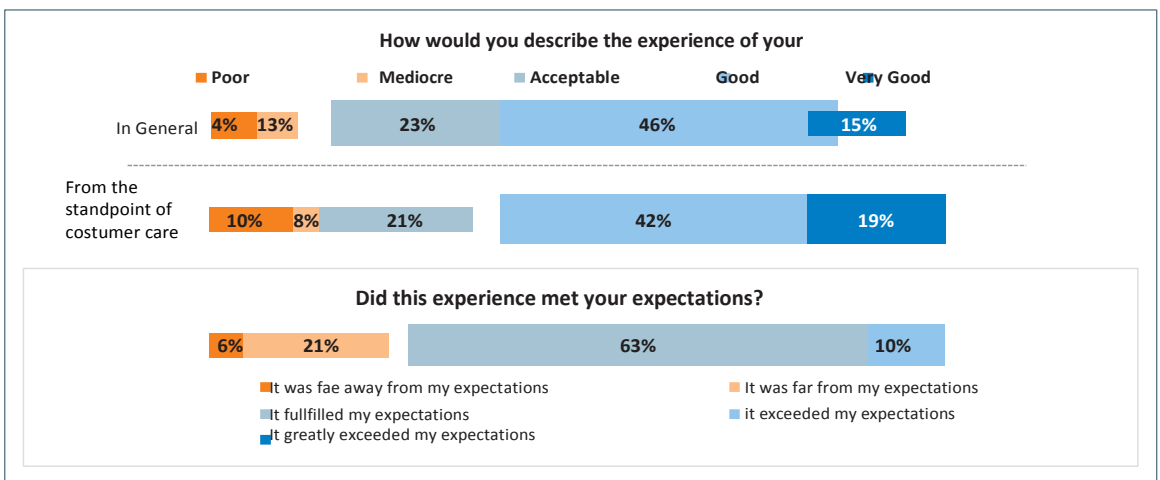
✚ As a matter of concern in this dimension, it is possible to mention the maintenance of customer information carefully and the presence of labels with the appropriate designation of position on the desks.

Branch Premises



- ✚ The GDCR branch environment is the least appreciated dimension. With 62/100 points, this dimension stands at a poor level.
- ✚ This is due to several factors such as lack of cleanliness and fresh air in 31% or 15/48 cases, inadequacy of space between those in the queue which is problematic (in 71% or 34/48 cases), and lack of an information / reception area.

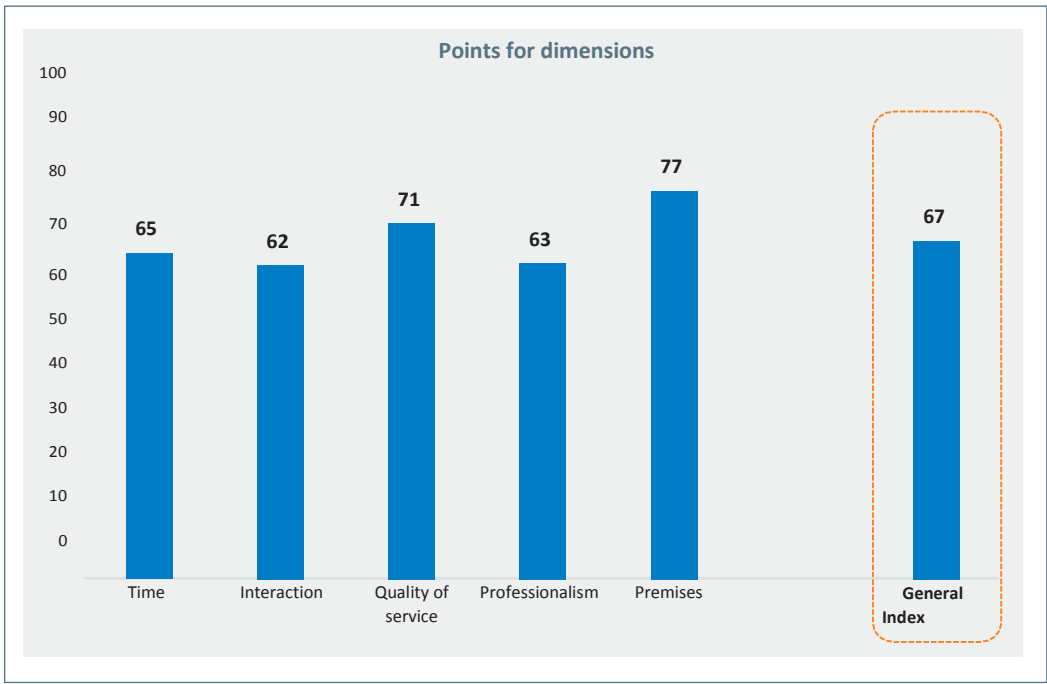
The gained experience from the visit



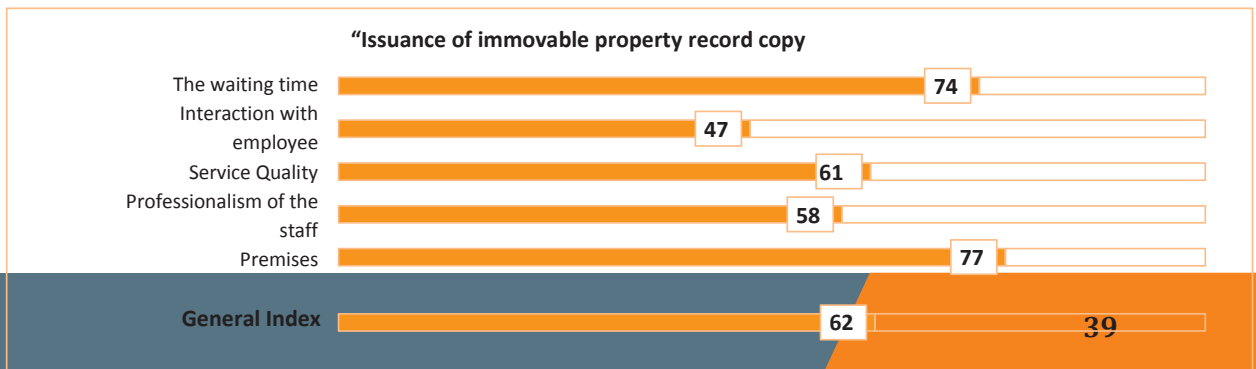
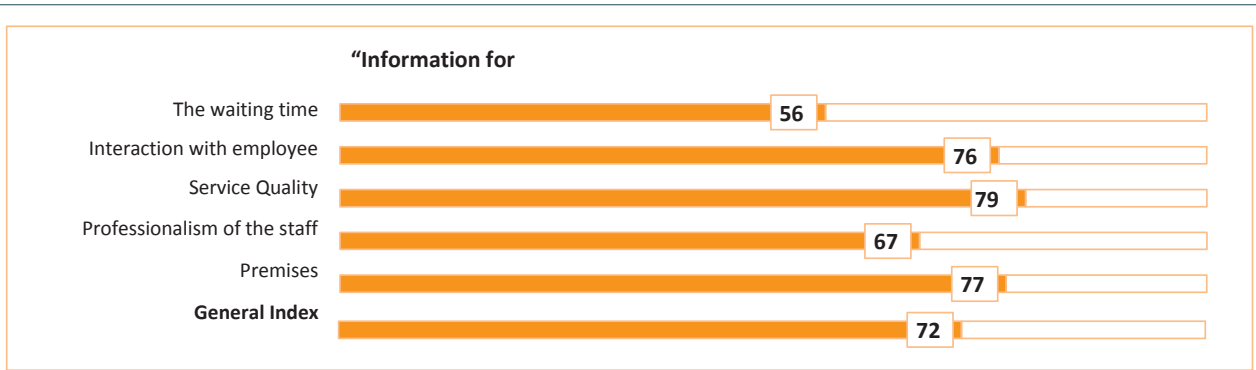
- ✚ Considered in its entirety, the visit is described as an acceptable or positive experience.
- ✚ Experience with GDCR branches with most (63% or 30/48 visits) has met the mystery shopper expectations.

IMMOVABLE PROPERTIES REGISTRATION OFFICE

- ✚ The Immoveable Properties Registration Office is assessed by 67/100 points standing at poor level. From all participated institutions IPRO is the last on the ranking scale.
- ✚ Problematic issues for this institution are mainly the interaction with the employee and professionalism.
- ✚ The divided results regarding the region show that in central Albania delivers better service than other regions. The best performing branch is IPRO Durres which appears close to the standard.
- ✚ The situation appears more problematic in other regions, especially in southern Albania. The lowest performing branch is IPRO Gjirokaster by scoring only 48/100 points which are evaluated at a “poor level”.
- ✚ The employees haven’t paid the proper attention and they haven’t been active during the delivery of the service to the mystery shopper by making them experiencing an unpleasant visit regarding the standpoint of the public service for citizens.

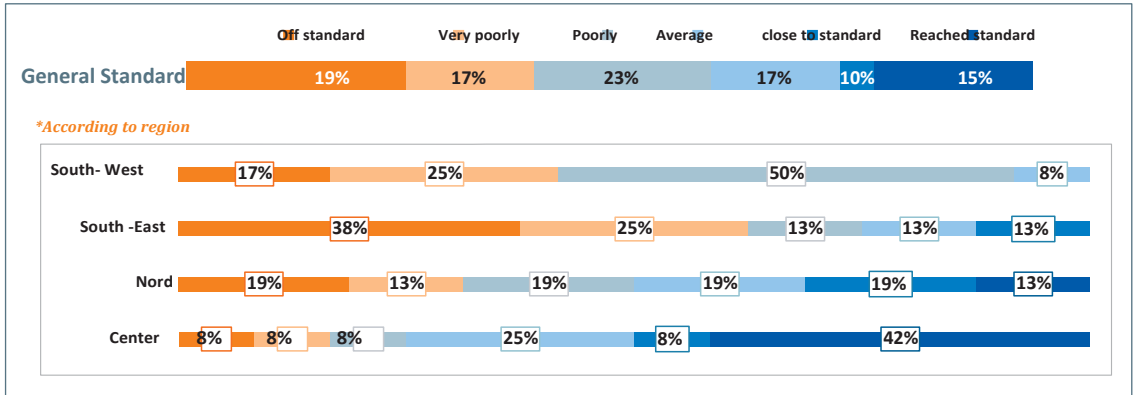


General Evaluation



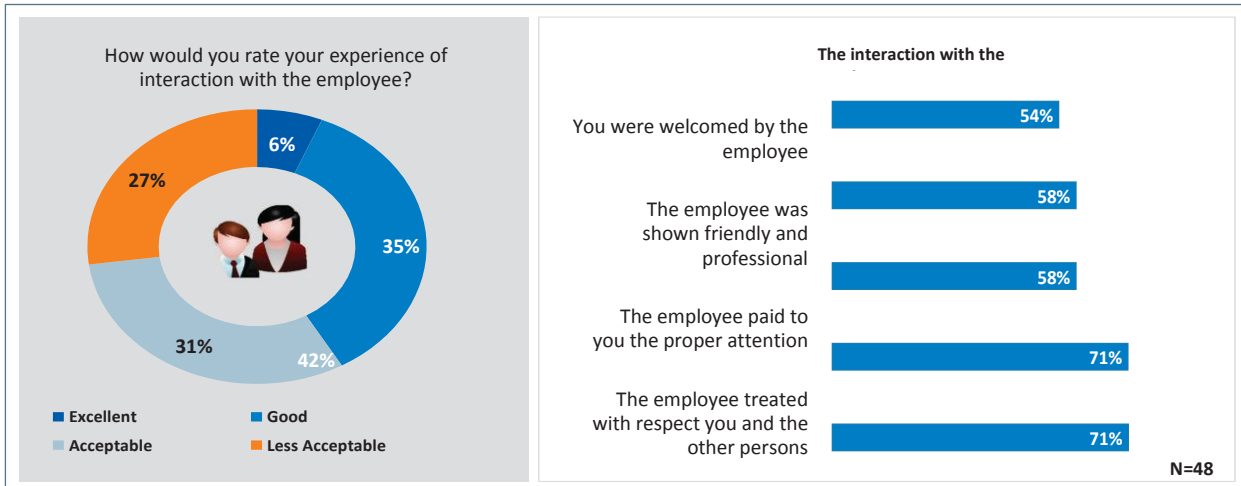
Reached standard

*Visit level



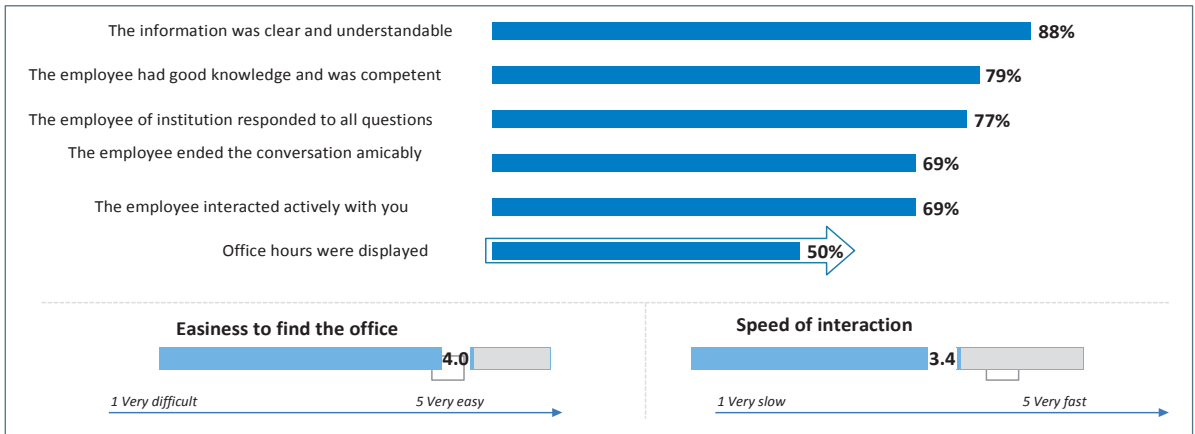
- Overall, the assessment for the IPRO institution has been low. Just over half of the visits (59% or 28/48) were inadequate (poor, too poor or out of standard).
- Mainly the highest number of negatively assessed visits is reported from the southern region of Albania. The situation varies in the central region of Albania, where 75% or 36/48 visits are evaluated positively.

Interaction with employee



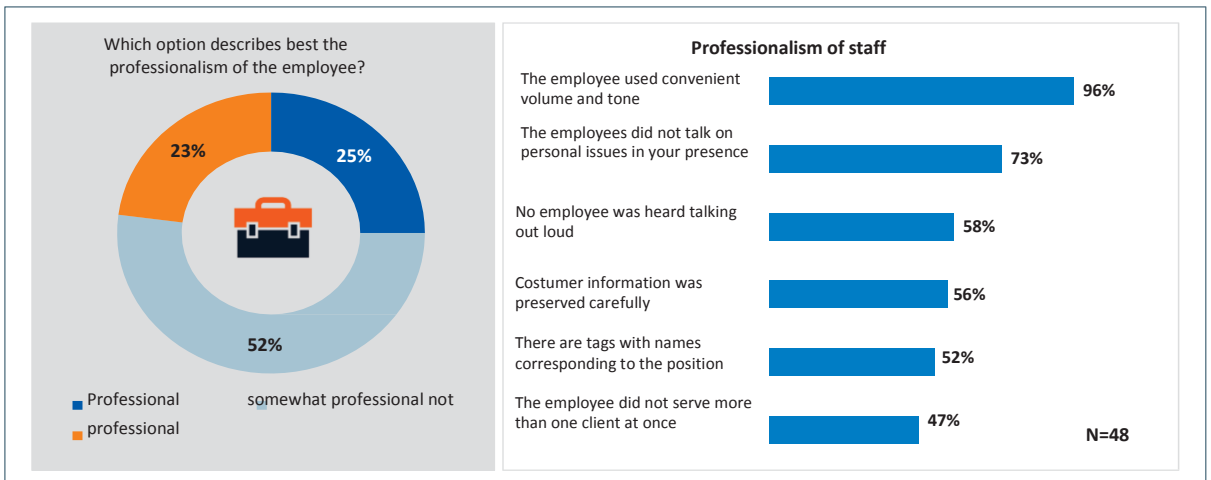
- The behavior of the employees of this institution during interaction with citizens is at the level of Poor (62/100 points).
- The most problematic issues in this dimension are: lack of attention to the citizen, lack of welcome and non-friendly / professional behavior on the part of the employees.

Service Quality



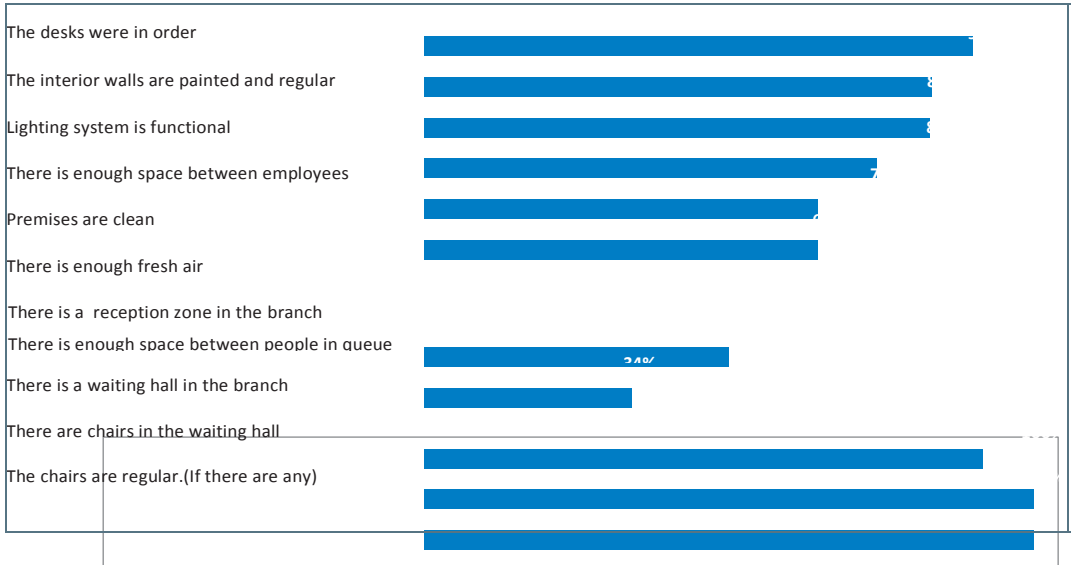
- ✚ The Quality Service offered to the IPRO branches is estimated to be on an average level.
- ✚ Employees have shown an average level of knowledge and use a language that is understandable to the citizen, but they do not interact actively and do not close the conversation in a friendly way.
- ✚ The working time has not been displayed in half of the cases or 24/48 visits.

Professionalism of staff



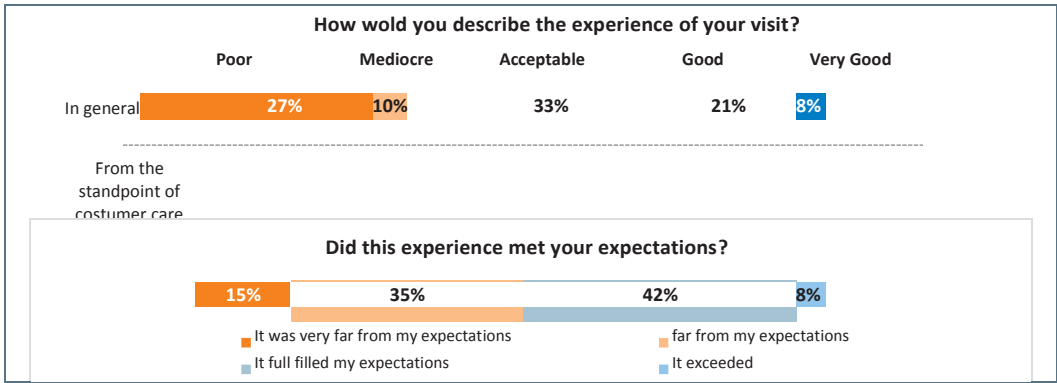
- ✚ Professionalism of employees is another problematic dimension in this institution.
- ✚ Estimated with 63/100 points, is positioned at the "Poor" level.
- ✚ The employee did not serve more than one client at the same time »

Branch Premises



- ✚ The branch's internal premises are the estimated dimension with the highest score in the IPRO institution (77/100 points) and is found at the average rating level.
- ✚ IPRO branches generally have painted and regular walls. Inside there is a functional lighting system and has a regular reception area.
- ✚ Problematic issues in this institution are cleanliness, fresh air, lack of reception / information and insufficient space among people in the queue.

The gained experience from the visit



- ✚ Overall, the experience gained from the visit to the IPRO branches is not considered as acceptable in 37% or 17/48 cases. This result remains whether the experience is seen in terms of customer service.
- ✚ The service received during half of the visits to these branches did not meet the expectations

CONCLUSIONS

The overall estimation for the observed institutions appears on an average level by 72 to 79 points out of 100. The assessed dimensions have in total an evaluation of 72-79/100 score. The lowest estimated dimension is “the professionalism of staff” and the best estimated dimension is “the time (the calculation by combining the time spent on waiting in queue and time consumed by the interaction with the employee). The dimension of time stands on “the good level” scoring 81 out of 100 points.

Since the survey “Mystery shopper visits” was realized for the first time in public services it was decided that the weight of the dimensions to be composed by “the waiting time” - 10%; “the interaction with the employee”- 35%, “Service Quality”- 15%, “Professionalism of staff” - 15% and “Premises”- 25%.

There is a need to improve the delivery of public services for each on aspects as below:

- **The premises in where is providing the service for citizens** - Enabling of a waiting hall and reception zone, the display of the list of the required documents for services and prohibition of smoking.
- **The interaction with the employee** - Welcoming, politeness, the paid attention to citizen, respect for the queue.
- **Service Quality** - The working hours must be displayed and be the same for all front offices; knowledge and competences of the staff; clearness and comprehension of the offered information.
- **The professionalism of the staff** - Preservation of confidentiality, appropriate communication with citizens, placement of labels that correspond to the employee providing the service

Only four from seventy two visited branches have performed in high level regarding all dimensions respectively: NBC Tirana Branch, (96.1/100 points) GDCR Korçë (94.2/100 points), GDT Durrës (92.7/100 points) and GDT Lezhë (91.3/100 points).

It was determined that at the end of the survey the best performing institutions with take prizes - National Business Center (First place prize) and General Directorate of Taxation (second place prize)

In order to establish a good practice on assessment of the performance of institutions and incentives for competition among branches in all regions that provide public services, it will be given prizes even for the best branch of each observed institution (NBC Tiranë, GDCR Korçë, GDT Durrës, GDRTS Shkodër, SII Korçë, and IPRO Durrës.

