

**OFFICIAL  
DOCUMENTS**

LW 8521-AL

**Supplemental Letter No. 2**

**REPUBLIC OF ALBANIA**

September 23, 2015

International Bank for Reconstruction and Development  
1818 H Street, N.W.  
Washington, D.C. 20433  
United States of America

Re: Loan No. 8521-AL  
(Citizen-Centric Service Delivery Project)  
Performance Monitoring Indicators

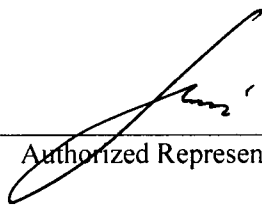
Dear Sirs and Mesdames:

This refers to the provisions of Section II.A.1 of Schedule 2 to the Loan Agreement of this date between the Republic of Albania (the Borrower) and the International Bank for Reconstruction and Development (the Bank) for the above-captioned Project.

The Borrower hereby confirms to the Bank that the indicators set forth in the attachment to this letter shall serve as a basis for the Borrower to monitor and evaluate the progress of the Project and the achievements of the objectives thereof.

Very truly yours,

**REPUBLIC OF ALBANIA**

By  \_\_\_\_\_  
Authorized Representative

**REPUBLIC OF ALBANIA: Citizen-Centric Service Delivery Project  
PERFORMANCE MONITORING INDICATORS**

<i>Project Development Objective Indicators</i>										
Indicator Name	Unit of Measure	Baseline	Target Values				Frequency	Data Source/ Methodology	Responsibility for Data Collection	
			FY 15-16	FY 16-17	FY 17-18	FY 18-19				FY 19-20
Reduction in days taken to obtain motor vehicle registration	Percentage	31 days	-	15		-	25	24 months	Survey	PMU
Reduction in days taken to process old age pension application	Percentage	36 days	-	15		-	25	24 months	Survey	PMU
Reduction in days taken to obtain health insurance card	Percentage	9 days	-	15		-	25	24 months	Survey	PMU
Increased access to services of the vulnerable and the poor	Number	0	-	70 services with information available on multiple platforms		-	130 services with information available on multiple platforms	24 months	Survey	PMU

*Intermediate Results Indicators*

Indicator Name	Unit of Measure	Baseline	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
			FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20			

*Performance of Financial Services*

1	Agencies with new and enhanced IT systems	Number	0	-	3	6	8	-	Annual	Third party report	PMU
2	Priority services with business process reengineered (DLI)	Number	0	BPR To-Be maps of 50 services produced.	BPR To-Be maps of 70 services produced and approved	BPR plans for 70 services executed	BPR To-Be maps of 100 services produced		Annual	Third party reports/administrative data	PMU
3	New services with Level 3 automation (DLI)	Number	0	15	35	55	75		Annual	Third party report	PMU

*Enhancing Customer Interface*

4	Services offered with improved customer service front office interface (DLI)	Number	0	-	70	90	110	130	Annual	ADISA	PMU
5	Services with information available on multiple platforms (DLI)	Number	0	70 services; promotion plan prepared	70 services; promotion plan executed and third party review conducted	90	110	130	Annual	PMU reports	PMU
6	Functional outreach points for assisted access	Number	0	-	20	50	70	90	Annual	PMU reports	PMU

<i>Intermediate Results Indicators</i>										
Indicator Name	Unit of Measure	Baseline	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
			FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20			
with online service delivery										
7 Users accessing e-government services	Percent	50 000	10% y-o-y increase	10% y-o-y increase	10% y-o-y increase	10% y-o-y increase	10% y-o-y increase	Quarterly	NAIS reports	PMU
8 Pre-filled forms for services	Percent	100 000	10% y-o-y increase	10% y-o-y increase	10% y-o-y increase	10% y-o-y increase	10% y-o-y increase	Quarterly	NAIS reports	PMU
9 Number of services with proactive citizen feedback mechanisms implemented.	Number	1	1	5	10	15	25	Bi-annual	DU reports	PMU
<i>Building Capacity to Deliver</i>										
10 Institutional pre-requisites of Citizen Centric Service Delivery Program (DLI)	Process	Prerequisites not completed	Reform Policy Document approved; PDO indicator survey completed	n/a	n/a	n/a	n/a	Unique	Government documents.	PMU
11 Services with key performance indicators reported and quarterly performance reports circulated	Number	Zero	1	5	10	15	25	Annual	Government documents	Delivery Unit
12 Annual performance report of each key	Number	Zero	1	4	6	8	8	Annual	Government report	ADISA

*Intermediate Results Indicators*

Indicator Name	Unit of Measure	Baseline	Target Values					Frequency	Data Source/ Methodology	Responsibility for Data Collection
			FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20			
service/agency with KPIs, gender disaggregated wherever relevant, and feedback on quality prepared and published.										

*Project Development Objective Indicators*

<b>Indicator Name</b>	<b>Description (indicator definition etc.)</b>
Reduction in days taken to obtain motor vehicle registration	The indicator measures reduction in processing time of the most widely used and widely criticized service of the General Directorate of Roads and Transport Services.
Reduction in days taken to process old age pension application	The indicator measures reduction in processing time of the most widely used and the most challenging service of the Social Security Institute.
Reduction in days taken to obtain health insurance booklet	The indicator measures reduction in processing time of the most widely used service of the Compulsory Health Insurance Fund.
Increased access of the vulnerable and the poor	The increase in the number of the poor, women, elderly, and minorities who access core services. Numbers will be disaggregated by urban and rural as well as gender.

*Intermediate Results Indicators (including DLIs)*

<b>Indicator Name</b>	<b>Description (indicator definition etc.)</b>
Agencies with new and enhanced IT systems	Measures the implementation and functionality of document management, workflow and decision making IT systems in the agencies specified in the Operations Manual.
Services with business process reengineered (DLI)	Measures the simplification and improvement of business processes.
Services with level 3 automation (DLI)	Number of services with transactional web presence, including electronic authentication, e-filing and e-payments, as defined in UN E-Government definition (2014).
Services offered with improved front office interface (DLI)	Measures incremental improvement in service culture for increased citizen convenience and reduced petty corruption. Improved front office means front office managed by ADISA (including CSC) and may include directly managed front office or through public private partnerships.
Services with information available on multiple platforms (DLI)	Measures the increased availability and access of information to the citizens. Multiple platforms include but are not limited to web, mobile apps, web-available pdf, SMS, helplines, print material such as poster, brochures etc.
Functional outreach points for assisted access with online service delivery	Measures the number of points that provide assisted access to the online services with a focus on the rural population, elderly and minorities.

Users accessing E-Government services	Based on the EU DESI identification of E-Government indicator 5a1, this indicator measures the number of users filing forms on the net.
Pre-filled forms for services	Based on the EU DESI identification of E-Government indicator 5a2, this indicator measures the number of forms on the e-Albania portal with pre-filled data.
Number of services with proactive citizen feedback mechanisms implemented	Measures the permanent proactive conduct of surveys, through use of SMS, automated call, and agent calls of identified beneficiaries, on sample or universal basis, to assess the quality of service delivery for performance management. Individual negative feedback may be redressed, but it is not a complaint receipt or management system.
Institutional pre-requisites of Citizen Centric Service Delivery Program (DLI)	Measures the ownership of financing, stakeholder management, strategic design details, and regulatory reform of the reform process, as well as assessing baselines for quality and access of service delivery
Services with key performance indicators reported and quarterly performance reports circulated	Measures the use of date collection for improved performance management.
Annual performance report of each key service/agency with KPIs, gender disaggregated wherever relevant, and feedback on quality prepared and published.	Measures the use of date collection for improved performance management.

#	Suggested DLI	Verification Protocol
1	Services with level 3 automation	<p>Services with transactional web presence, including electronic authentication, e-filing and e-payments. Level 3 automation is defined by the UN e-Government Survey (2014): <a href="http://unpan3.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/E-Gov-Complete-Survey-2014.pdf">http://unpan3.un.org/egovkb/Portals/egovkb/Documents/un/2014-Survey/E-Gov-Complete-Survey-2014.pdf</a>. Compliance will be assessed by third party validation.</p>
2	Services with business process reengineered	<p>Third party validation (TPV) based on government documents and processes, review of citizen feedback data, surveys, and focus groups. Key services are identified in the operations manual. Execution of BPR means legal, institutional, and process improvements and may not include IT improvements. Approved means approval by the Inter-ministerial Public Services Committee. The approved plan may be reviewed/amended subsequently by said Committee.</p>
3	Services offered with improved front office interface	<p>Third party validation (TPV) based on field visits and review of citizen feedback data, survey reports and focus groups based on a sample agreed with the Bank. Front office means front office managed by ADISA and may include directly managed front office or through public private partnerships.</p>
4	Services with information available on multiple platforms	<p>Multiple platforms include web, mobile apps, pdf, sms, helplines, print material such as poster, brochures etc. Third party (TPV) will review the quality, user friendliness and accuracy of information availability for a sample of services based on the process agreed with the Bank. Promotion plan must be approved by the Steering Committee. The number is cumulative. Availability of information for its quality and accuracy will be measured for every year separately.</p>
5	Institutional pre-requisites of Citizen Centric Service Delivery Program	<p>This DLI requires that:  (a) Strategic Plan (Reform Policy Document) of the “Innovation against Corruption” Program is approved by the Strategic Planning Committee chaired by Prime Minister;  (b) Baseline survey for PDO indicators is conducted.</p>