



THE ALBANIAN CENTER FOR ECONOMIC RESEARCH

**IMPLEMENTATION'S
MONITORING OF OMBUDSMAN'S
RECOMMENDATIONS FOR
IMMOVABLE PROPERTIES
ISSUES**



REPORT

**ON IMPLEMENTATION'S
MONITORING
OF OMBUDSMAN'S
RECOMMENDATIONS
FOR IMMOVABLE
PROPERTIES ISSUES**

May 2007

Abbreviations

ACER -	Albanian Center for Economic Research
CIPO -	Central Immovable Properties offices
CSC -	Complaint's solving coefficient
NAPRC-	National Agency for Propriety Restitution and Compensation
OJC -	Out of jurisdiction and competence
OMB -	Ombudsman
PPA -	Public Procurement Agency
RIPO -	Regional Immovable Properties offices
ROMB -	Regional Ombudsman offices

I. THE MONITORING PROGRAM

One of the several central institutions which offer a direct service to the community is the Immovable Properties Office. This institution initiated its function in '90s (from 1976 up to 1991 these offices didn't exist). Like the other services that flourished in our life with the new trade economy, the Immovable Properties Office, or as are usually named the "MORTGAGE" is considered as an important stakeholder in the citizen's life. The right to own can be achieved only at these offices. This in fact it's very complicated. There are a lot of objective difficulties because of the "deep sleep" that the Immovable Properties Offices have been doing for over 50 years, the heritage complex process (most of the properties were of 1944, and from that year they have grown up with a lot of branches), the communism system expropriations and the country development has transformed the natural propriety, the silent transaction that has been done during this period, the lands distribution, with laws that brings out a lot of contradictions and administration employees that have a great will to take advantages from this situation.

At least this is the main reason why the people try and try to find their right at these offices and why there is such a lot of dissatisfaction, why the citizens try to offer bribes to the employees, and why there is such a corruption on IPO offices. A great number of citizens have sent their complaints at the CIPO and Ombudsman offices, with the hope that they will find their right. The property registering process (property before '90s) in Albania, it pass through a juridical process, reason this that explain why 60% of trials in Albania are only for property problems (in other countries only 1-10%).

In this context Albania Center for Economic Research (ACER), in frame of Rule of Law – legal system for the improvement of democratic process and market reforms, supported

citizens while they require services on Ombudsman and RIPO offices².

These interviews with aimed to protect the anonymity of the interview persons and they were focused on four main issues:

- The object complaints
- The necessary frequency for the problem solving
- Giving bribes to receive the service required;
- How much do they ask for;

Monitoring throughout interviews was focused especially on RIPO in Tirana and Ombudsman Office in Tirana too, during a usually day of work. This process was realized by ACER expert team.

At the mean time were collected data on the central institutions about the internal regulation, the offices and persons that realized the scrutiny process of citizen's complaints. It's compressive that the statistical data and the answers have a subjective interpretation, so this was taken in consideration when we drafted the conclusion and the recommendations³.

III. LEGAL FRAME WORK

The Law no 8454, date 4.2.1999, impregnated with the law no. 8600 date 10.04.2000, changed with the law no .9398, date 12.05.2005 "For the Ombudsman", describes the Ombudsman Office role and obligations. The People's Advocate shall safeguard the rights, freedoms and lawful interests of individuals from unlawful or improper actions or failures to act of the organs of public administration or third parties acting on their behalf (Article 2).

The 12 article of this law describes the right to complain for each person or group of persons, NGOs that pretends that its rights, freedoms, legal interest have been violated by illegal action or non action of the public administration. The form of representing a complaint it's free, this aim to not restrict their acceptance. Although to help the citizens, a type of complain form it's available at the Ombudsman offices¹.

Within 30 day from the citizen's complaints presentation, the Ombudsman Commissioner proceed with the announcements to the interested parts. They ask for explanations to the public administration authorities about the violations pretended by the remonstrant and when they judge that it is reasonable they began an inquiry process.

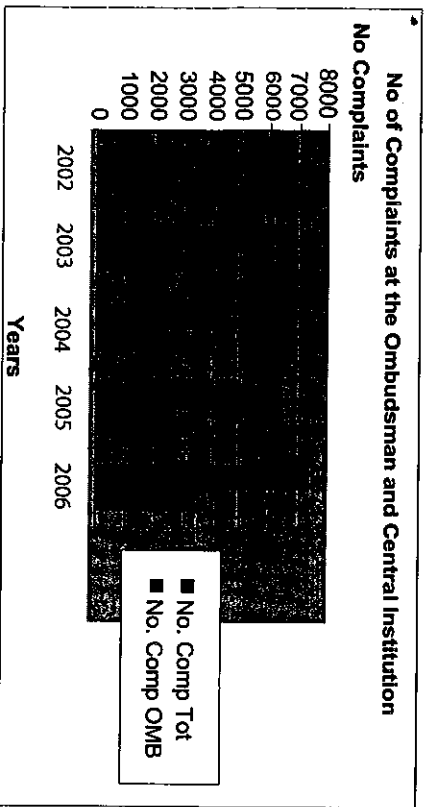
The law foresees that the Ombudsman commissioner shall have the right to request information or documents classified as state secrets that are relevant to the case under investigation. In such cases he shall comply with the rules for the protection of state secrets (Article 20). After the documents scrutiny process, the Ombudsman gives recommendations that aim to regulate the violated right by the public administration. At the moment that this recommendation reaches the public administration offices, the resolved decision, has to be suspended until the Ombudsman recommendation get scrutinized.

² See Annex #3 "Questionnaire for the interviews with the citizens at RIPO offices"

³ See Annex #7 "The main results of Interviews at the CIPO offices "

ing 2003 the number arose with 42% comparing with 2002, meanwhile 2005 arose with 29% comparing with 2004, and in 2006 it's about 46%. The number of the complaints for the 23 Institutions and the CIPQ, mailed to Ombudsman office for 2004 and 2005 are respectively 38% and 64% of total number of complaints.

Chart # 1: Data on citizen's complaints for 2002-2006



Source: Ombudsman Annual report 2002/03/04/05/06
 As we can notice from the data's in the graphic below, the number of the citizen's complaints directed to the Ombudsman its increasing 52% more than in 2002, but the number of the complaints in the central institutions especially in the IPO and NAPRC offices is greater. So for the 2006 at CIPQ has been directed 1572 complaints¹, while in NAPRC about 1700 complaints².

To reveal ate the weigh and role that the citizens complaints have on the routine activity of the public administration we analyzed the problem from another point of view, "how much does it cost to solve /give an answer to a singular complaint?" If we calculate the wages, the social insurance and the operational costs for the last three years at the Ombudsman office and we

put them in interrelation with the scrutinized complaints number it results that the cost of a singular complaint its about 34 000 ALL and if we don't include in this calculation the OJC the cost arose up to 66.000 ALL³. This is the cost for one singular complaint in a specialized Institution and normally it is higher for the other institutions (but if no one scrutinized these complaints normally that there will be no costs). We are not talking about a real cost notion, but the numbers we mentioned below are needed to stress the attention by a financial point of view. Considering the weight of the citizen's complaints and for a more transparent scrutiny process we propose to ways:

1) The unification of the procedures of the citizen's complaints scrutiny process through a regulation⁴.

In this regulation has to be excluded the possibility that the complaints can be scrutinized by the institution for whom the citizen complaint for. This actually is what happened in the central institutions, it means that: if the citizen complaints at the Council of Ministers for anyone of the Ministries, this complaint it is send to the corresponding ministry, which formulate the answer (naturally answering for what the citizens complaint for), and this is at the end what the Council of Ministers answers at the citizens. The 7th year's experience of the Ombudsman office shows that there is no accordance between the answers that the institutions sent to the remonstrant and the investigation that the Ombudsman Commissioners does. This suggests us to analyze this problem despite the answers that the institution gives to the remonstrant. The main aim of this regulation will be to:

Establish the institutional obligation to investigate on the ways of how to give an appropriate answer to the remonstrant, by the high instance where the citizen complaints eliminating the copy paste answers from one institution to the others.

- To define the Institutional obligation of the central and local institution to organize their operate and to fix minimally one person that have to scrutinize the citizen's complains.
- To determine the scheme of revealing and reporting for the citizens complains (see annex no. 4).
- To determine the unification of a module for citizens complains and the obligation of each institution to open an internet page aiming to facilitate the citizen's access to complain through electronic mail.
- To guarantee the citizens for the responsibility on the complaints scrutiny process and to facilitate these procedures.

The best sides of this unification are:

- To disciplinant through a regulation act of the scrutiny process of citizens complains ;
- The responsibility of the public administration arises;
- A new instrument of evaluation for the efficiency of the public administration operate will be created;
- The operated with the citizens complains becomes more transparent through the publication of the statistical data (INSTAT);
- This service can be offered in a digital way (website, electronic mail etc).

The worst sides of this unification are:

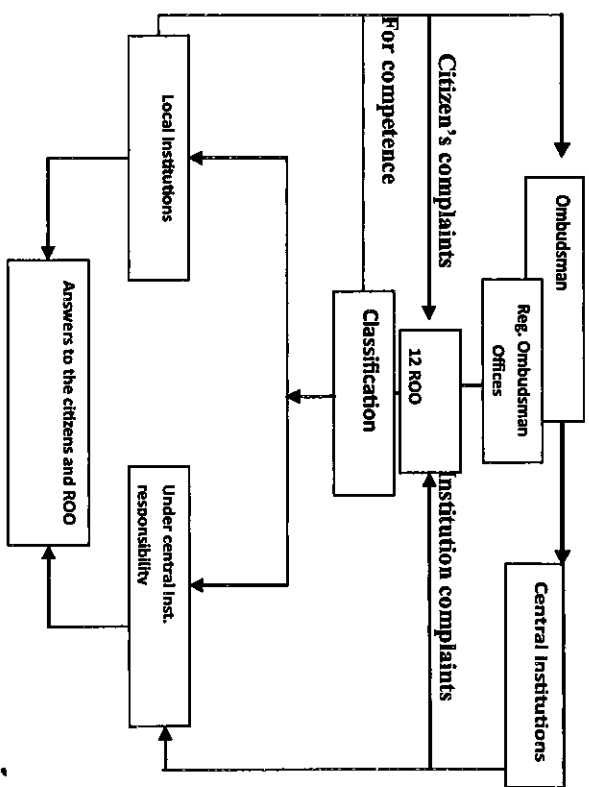
- It requires sometimes arising the number of the public administration employees and costs.

1) Concentration of the citizen's complains at the Ombudsman.

The number of the complains directed to the Ombudsman office demonstrates the trust of the citizen's in this institution. This trust it is justified not only by the fact that most of the commissioners are specialists (Almost 85% of the staff are lawyers), but the name that this office have "Ombudsman" is the

lawyer of the citizens, and the legal frame worked needed for its operate and it's the legal standards, bring us at the definition that every citizen that has a complaint have to go to Ombudsman.

This definition finds support at the great number and diversity of the citizen's complains that actually are directed to the Ombudsman. This naturally it requires a new scheme for the functioning of the Ombudsman office, as it follows:



This new scheme completes the Ombudsman Regional Offices in 12 districts (actually there are only in Korra and Shkodra districts, they have restricted functions). These offices will manage all the citizens' complaints and will be their distributor, but in this case with the recommendation drafted by a jurist and not by simple public administration employees, as can actually happened in the institutions (where the spokesman that in most of cases it's a journalist or another employee that has a degree on literature/geography).

It's possible that the Ombudsman Office organizational structure in this case can be structured in two levels – the Regional offices and the central offices, but in any case the citizens will send its complaint at the regional offices.

This change, (if it will be accepted), needs an emendation of the law no 8454, date 04.02.1999, "For the Ombudsman" or any other regulation.

The best sides of this unification are:

- The concentration of the citizen's complaints in a specialized and qualified institution;
- The reduction of the links on complaints managing;
- Creates facilities for the citizens and especially it reduce time and operative costs (especially for the citizens that lives in other districts (not in Tirana));
- A total and more serious engagement of the public administration (because the complaint it's not directed from the citizen but from the ombudsman regional office)
- Facilities for the public administration through the filtration of the citizen's complaints, most of them will take an answer without asking the involvement of the public administration.
- It minimizes the number of the complaints out of jurisdiction even for the Ombudsman office.

The weak sides of this unification are:

It elongates sometimes the procedures for the citizens complaints scrutiny process (especially for the complaints directed to IPO, NAPRC, PPA ecc);

It augments the number of the employees at the Ombudsman office (but doesn't mean that this has to be proportional with the augmenting of the personnel because it will be compensated by the reductions in the local and central institutions).

¹ John Hat Chard, "Ombudsman Office", at Human rights Institution, Commonwealth, Secretary of Commonwealth, London 1992

Tab 1. Number of complaints at Ombudsman Offices

Year	Tot compl.	Scrutinized	OIC ¹	In Favor	Nn Based	CSC ²
2004	2520	2112	1164	395	553	0.71
2005	2708	2428	1142	582	626	0.93
2006	3329	2555	1192	554	725	0.76

Source : Annual report Ombudsman 2004/05/06

As we can notice, the number of complaints towards the Ombudsman augments every year. In 2004 this number was about 9.5% higher then in 2003, meanwhile in 2005 its 7.5% higher then in 2004 and 17.7% higher then in 2003. This trend shows that the credibility of the citizens towards Ombudsman it's arising, this can also be considerate as a great civilisation of the Albanian society.

In 2004, 55.1% of the complaints towards Ombudsman are out of jurisdiction, meanwhile in 2005 only 47% and in 2006 about 46%. Despite the reduction of the number of the OJC citizen's complaints with 8-9%, notably because the total number of complaints arises with 15-21% the OJC diminish, and this can be commentated that the remonstrant are well oriented towards Ombudsman role and functions, this disquieting report demonstrate that:

It is needed an augmentation of the citizens juridical culture on when and how they have to complain;

¹ OIC- Out of competence and jurisdiction

² CSC- Complaints solving Coefficient- the report between those which are solved in favor and is disfavor.

- A great propaganda by the Ombudsman institution on its role and functions has to be done; The right to complain its nothing more than a simple right, even if the population it's not aware about this. The public education it's an important part of the Ombudsman role that should be supported and financed even by civil society when it is possible. The public education has to be as a "rehabilitation clinic", it means as part of Ombudsman external activity, such as the Ombudsman Open Days organized by this institution.

Whereas concerned to the problem of "How right are the citizens about their complaints" we see the dates below:

In 2004 the complaints solved in favor to the remonstrant are about 18.7% of total of the complaints that are scrutinized, 26.2% non based, meanwhile the report between in favor and in disfavor is 0.7 (this coefficient is 8.34in Germany, 7.62 in England, 5.15 in Italy, 5.63 Czech Republic, 4.37 Hungary and 2.13 Romany, for every 100 complaints). We should stress the fact that the terminology used in these countries for in favor and disfavor solutions maybe could not be the same with the one used in our country). For 2005 this indicators are exactly 21.5%, 23.1% and 0.93. So meanwhile the number of complaints solved in favor to the citizens arises with 2.8% the number of non based complaints diminishes with 3.1%. This is reflected with the augmenting of the respective coefficient with 0.22 or 31%; this augmentation it's very significant and hopeful in function of the above conclusion.

Analyzing the situation according to the main central institutions (see the Tab attached) it results that: Only 2.8% of the complaints directed to Ombudsman offices are for FPOs. The properties registration process it's a common problem, and from these data it seems that the number of the complaints at the Ombudsman Office it's minimal, so it creates the impression that everything is going well. According to conversations and the interviews with the citizens at the Tirana ZIPO, it results

Types): falsehood, inequity, prejudice, partiality, and creeping.

Inside these 5 groups the complaints for creeping have the higher number (34%), and CSC (2.35)⁴.

Although, it is not openly admitted, in most of cases it is represented the concern that after creeping are hidden corruptive phenomena. Naturally, the remonstrant or the Ombudsman commissioner has difficulties on proving that behind the creeping are hidden corruption phenomena or bribe takers, but its shadow is inhere when you analyze each case or if you follow up to where the Ombudsman recommendations has searched the solution.

After analyzing some cases that have been solved with the support of Ombudsman recommendation, we will suggest to publicize these cases time after time in predefined rubrics in the written media, in a special report or in website. The profits will be enormous, but we have selected:

- It will help to enforce the citizens trust on the judiciary system and the on the fact that their decision can be attacked openly.
- It will help to create a preventive environment for the magistrate, whom would not like to see their name or case to be publicly accused for taking bribes or corruption.

Analyzing the Ombudsman Annual reports for 2004 - 2006 it results the complaints typology according to the main central institutions (Tab. 2):

1 ICCL report, Brussel, year 2004, page 64

2 See Anex 7 "The main results of Interviews at the CPO offices"

3 Ombudsman Annual report 2004/5/06

⁴ See there.

Tab. 2: Data on citizen's complaints for the main central Institutions.

Year	2004		2005		2006	
	Complaints	In % to total Of complaints	Complaints	In % to total Of complaints	Complaints	In % to total Of complaints
MLG	402	15.9%	392	20.3%	564	22.1%
M. Justice	391	15.6%	301	13.1%	331	13%
Prosecutor/Tribunal	252	10.0%	389	16.9%	571	22.4%
MLOSAEO	241	9.6%	161	7.0%	159	6.3%
MPATT	169	6.7%	136	5.9%	181	7.1%

Source: Ombudsman Annual Report 04/05/06

Source: Ombudsman Annual Report 04/05/06

The specific weigh of these 5 Institutions related to the total for the respective years is exactly: 57.8%, 63.2% and 70.7%. In an analytic way for the Ministry that covers the Local government, for these three years we have these data:

	2004	2005	2006
For the Municipalities	212	369	216
For the Communes	60	64	83

Based on these data: the question why the citizen's complaint for at the Ombudsman Office has these answers?:

- For the local officers arbitrary decisions;
- For falsehood, inequity, prejudice, partiality, and creeping by the judiciary system;
- For the violations of the childrens' rights;
- For the violations of the the prisoners rights;
- For violations and abuses by the order organs;
- For unfair actions towards business;
- For civil status employees violations;
- For a low level of the public services and furnishing;
- and
- For the violations of community rights by the constructions with or without permissions.

¹ Meanwhile for 2004 & 2005 the data are referred to the MLC for 2006 these data referred to The Interior Ministry, part of which is now local

VI. WHY AND FOR WHAT THE CITIZEN'S COMPLAINTS AT IPO OFFICES?

To analyze the below situation we selected data for 2005 and 2006 because for the other years CIPO doesn't have statistical data. According to these data's it result that:

Tab. 3 Number of complaints at CIPO

Type of Complaint	2005		2006	
	Total	Solved	Total	Solved
Propriety case	681	632	1490	1132
For the Tribunal	131	131	82	82
Total	812	763	1572	1214

Source: Central Immovable Properties Offices April 2007

According to the practice of IPO the notion "Solved", represent only answering process to the citizens complaints but it doesn't emphases the fact if the solutions has been in favor or disfavor to the remonstrant. On this data it's difficult to judge if the complaints are based or no or to find their causes. The main problem on determining why the citizens complaint on the CIPO has to do with the fact that they don't receive answers for their problems on the RIPO and this way of scrutinizing citizens complaints bring to a lot of abusive actions by the local

administrative employees of RIPO. The expression "We have scrutinized your complaint and it is not based or you have to go to the court" it doesn't demonstrate neither for the irresponsibility either for the negligence of the official that have scrutinized the complaint. We also think that the CIPO should be more interested in tribunal decisions, because the actual scheme doesn't allow to see if the cases that has been send to the tribunal has came back with the note "To CIPO for competence".

Aiming at a more clear picture of why the citizens complaints at the RIPO and after at the Ombudsman Offices, and how does the CIPO react over the Ombudsman recommendations, below you will find 2 routine cases, and we will show the relations between the Citizen – RIPO – Ombudsman?

First Case, after that the citizen has received a negative answer by the Tirana RIPO he went at the Ombudsman Offices. Ombudsman sent a communication to the Tirana RIPO and to CIPO. The document no. 200600467/5 begins: "as you have been contacted before, the citizen A.B sent a complaint, in which he presented his concern about the refusal of RIPO/Tirana to equip MR. B with **proprietorship certificate for his house and his yard**". It's easy to annotate that the Ombudsman office many time has contacted with the RIPO and this emerge out by the following correspondence, concretely: "By the ombudsman office in frame of the verification and scrutinizing of Mr.B claim, and evaluating the intra institutional collaboration aiming to protect the citizens legal interest and rights, we have sent an official request no. K3/A14-3 Date 03.04.2006, to the Tirana RIPO, requiring explanations related to the property registration procedure As answer for our request from Tirana RIPO office we received an explanation official document no. 1449/1 Date. 26.05.2006, (you can see, after 53 days, ACER/notes), we are aware that these land results to be part of the construction functional platform (?). " After we analyzed on detail the juridical

cal circumstances of the property right negation, Ombudsman recommends: "Referred to what we mentioned above, analyzing all the documentations and elements of this case, the Ombudsman Office estimate as a moral obligation and we have the total conviction that an essential right has been negated to Mr.A.B, the property right. According to the circumstances starting by an objective and good will for the implementation of the justice and impartial principles we consider that is necessary to reflect positively and to react as soon as possible, for scrutinizing and taking in consideration the Mr.B claims and to brings to justice the employees that have caused the violation of Mr. B rights and at the same time the violation of the legal provision that regulate the operate of the RIPO ... You are pleased to let us know within 15 days for the institutional attitude toward this recommendation".

According to the official information that ACER received from CIPO, until 01.02.2007, this problem has not been handled and answered. Without judging anyone, we think that after this creeping process without any answer by the Tirana RIPO employees, corruptive phenomena can be hidden.

Second case, (Juridical Person) we are in possession of an Ombudsman official document that states: "as we have informed you before with our official document no K3/Sh66-2 date 19.6.2006, the citizen A.S, General Director of "D" Ltd company, presented a complaint at the Ombudsman Office, where he expresses his concern about the illegal actions and the competence excess by the CIPO and Tirana RIPO, for actions that has to do with the erasure of the property of "D" company according to the mortgage attestation no. 217 date 05.09.2005 of Tirana RIPO".

After having analyzed the legal violations in this same documents Ombudsman cite: "In the document mailed by CIPO it is admitted the fact that "we are forward a legal violation

and we think that its right to start penal procedures towards the responsible employees for "Jobbers" foreseen this at the 248 Article of the Penal Code".

Again there is no reaction by RIPO/CIPO offices, so the Ombudsman Office gives another recommendation: "The total non validity of the decree issued for the "D" Company property registration cassation and to repair all the consequences that derived from this absolutely null act, and to bring both pairs at the previous state...., you are pleased to let us know within 15 days about the Institutional attitude toward this recommendation."

According to the official information given by the CIPO, until 01.02.2007, this problem is still unhandeld and unanswered. No comment is necessary. Although we would like to stress that how fast and in a qualitative way will be scrutinized the citizen's complants after the agreement of 08.02.2007 between the General Director of CIPO and the General Director of the Post-office, now that the citizens can send their complaints and requests through the Post – Office.

According to the above information it results that from 32 recommendations that the Ombudsman Office has sent only 18 recommendation or 56% have been handled by RIPOs, 7 or 39% of those who has been handled have been implemented, in total 22% of all the Ombudsman Recommendations.

Analyzing some cases, jointly with those which we mentioned above, we can conclude that this attitude of CIPO towards Ombudsman Recommendations it is based on:

- *"This handicap should be part of the great volume of work part of which you are now, and this has interfered on managing and fulfilling the obligations towards the other Institutions", this is what the Ombudsman concludes with the official communication no. 200600610/6, date 10.06.2006, that he has*

sent to the General director of CIPO, where it is formulated the request for the 17 repeated recommendations scrutiny.

In face of all this great will, it is easily compressible that in these cases "the rabbit sleeps somewhere else". At least it demonstrates that there are illegal and irregular practices that the RIPOs employees applies, and they do not respect the legal frame in power during the application procedures performed by citizens and, **that usually are intentional and hide corruptive practices.**

1 See: Interview with mrs. J. Hasani Specialist of public relation at CIPO, ACER 2007

2 Correspondence of Ombudsman's office with CIPO. ACER 2007.

VII. REPORTS FROM THE ACTIVITIES

The main activities realized during this period are two workshops, one on Vloera District 2 April 2007 at "I. Qemali" University and one on Korça district 6 April 2007 on "F. Noli" University and the Final conference that was held at Hotel Belvedere Golem, on May, 18 2007. The other activities involved a press campaign to increase the public information, to solicitation public administration awareness on frame to fight corruption, on the way that the public administration treat the citizen's complaint and how can we arise the transparency on its operate.

The workshop methodology was alternated in two parts that include the findings presentation, in two sections and Questions and discussions.

Means used:

- Presentation and typical cases according to the districts of Korça and Vloera;
 - Discussions and exchanging ideas on the themes discussed.
 - Discussion on the possible arrangements on Legal acts for improving the administration work during the scrutiny procedures of the citizens' complaints;
 - Book space, on which despite the Leaflet of the project, it was presented the publication of the "Corruption in Albania" (2006), and the no 1 & 2 of the "Economy and Transition" magazine – ACER publication.
- Participation**
Vloera Workshop (dated on 02.04.2007)
According to the draft list of participates, on Vloera's workshop participated 100 persons, 70 of them student of 3rd and 4th year Law Faculty, and the rest were: Vloera Municipality

3, 7 from the NGOs that operate in Vloera District; Vloera District 2 participants, 2 from Vloera Prefecture, 4 from the local media, 3 from IPO and 10 professors from the Law and Economic Faculty. At the mean time there were present during this workshop, the Head of Cabinet of Ombudsman Office Mr. A. Lazebeu and the Executive Director of Parliamentary Study Center Mr. S. Berberi.

Korça Workshop, (dated on 06.04.2007)

The specific of this workshop it was the presence of G. MAYERMEN, Project Director of CASALS for Albania, in total there were 25 participants. From the Korça municipality, 3 participants, Korça Prefecture 2, including the Prefect of Korça district, Mrs Elfrida Zefi, the Chairman of the Chamber of Commerce and one specialist, 8 NGOs that operate in Korça district, 5 representatives of local media, including the Chairman of Independent Journalist Organization, 2 participants from IPO and 4 professors of Economic Faculty, 4 representant from the students forums.

At the national Conference on Durres date 18.05.2007

The conference was organized at Hotel Belvedere Golem. In this conference participated Mr. Ermir Dobjani, the Ombudsman and 2 representative of his office; Mrs. Sonila Jaze, deputy head Director of IPO Mrs. Irida Nasufi and Mrs. Ledia Kavaja, 2 representatives of CASALS/USAID Project, despite the 49 participants representing Durresi Municipality (3 people), Vloera Municipality (2 people), Tirana District Ngos (15 people), Media (3 people), Advocate's Chamber (2 people), Chamber of Commerce (2 people), IPO (3 people), General Prosecution Office (3 people), district courts (4 people), Ministries (6 people), other central government institutions (7 people), etc. This conference targeted the participants as persons related directly with the problematic of the conference and indirect beneficiaries,

and persons that with functions they cover can transmit the necessary changes to the institutions were they work, in frame to raise the awareness of the public administration on the way how they treat the citizen's complaints.

Program

The workshop program was focused on the under mentioned themes:

- The role and the importance of Ombudsman Offices on the fight against corruption, according to the citizen's complaints;
- Why the citizen's complains at the Ombudsman office and the implementation of the Ombudsman's recommendation from the IPO;
- The local government attitude regarding the ombudsman recommendation ;
- "How can we arise the transparency and the responsibility of juridical system in front of public", some principal finding of Parliamentary Study Center.
- Some possibilities on improving the situation (main recommendations);
- **The conference program** was focused on:
 - The role and the importance of Ombudsman Offices on the fight against corruption, according to the citizen's complains;
 - Why the citizen's complains at the Ombudsman office and the implementation of the Ombudsman's recommendation from the IPO;
 - Identification of the ways to arise the public administration performance and some main recommendations;
 - The corruption influences on diminishing the green surfaces;
 - The corruption on the Berati districts schools; and

- The role of the media and the journalism on fight against corruption.
This program allowed to all the participants to make question and to debate on the work practice of IPO, and real problematic cases.

The achieved results

Main final results and conclusions:

- **Analyzing the situation of the scrutiny process of the Ombudsman recommendations** by Immovable Properties Offices, it results that: although the complaints for IPO for the three years that were analyzed, were only 4% of all the citizens' complains in this institution, this number arise up to 1572 complaints to the General Directory of Immovable Properties Office. Despite the "small" number of the citizens complains on Ombudsman Office, this sector is so problematic that the Ombudsman only to this Institution has directed a protest letter (Objection) through the request number doc. 200600610/6, date 10.06.2006 where despite the other things he stress: *"this handicap should be attributed to the great volume of the work that you are doing now and this doesn't allow you to manage the obligations towards the other state institutions"*, this is the Ombudsman' ascertainment on the request that he approaches to the General Director of IPO, where he complains about creeping process of 17 repeated recommendation by his office to IPO.
 - From IPO it results that for 2005 and 2006, from 32 recommendations that the Ombudsman office has sent only 18 of that has been treated or 56%, only for 7 or 39% of this recommendations the IPO has reacted over or 22% of all the recommendations that Ombudsman office has sent to them. Analyzing a great number of the cases we evidenced that the creeping process was in many cases combined with the corruption phenomena (see the Final Report), despite

the fact that the Ombudsman officers don't use this terms in their recommendations.

- The main anomaly, as the Deputy General Director of IPO cited on the Conference it was the fact that the IPO employees during their work process doesn't identify in each step who are the persons responsible for each step of the process, and this fact allows the development of corruption on these offices.
- The interview persons by the ACER experts on a normal day of work were discontented by the services provided by the IPO and they agree on the fact that there are possibilities that the employers of IPO often asks for bribe.
- Formulation of amendments of relevant judicial acts regarding the scrutiny of corruptive acts of the administration of immovable properties registration offices appealed by Ombudsman, to accomplish this aim ACER creates different debate during the activities that were organized, for the Module that will be applied by all the Institution.
- The Institutionalization of the department for the scrutiny process of the citizens complaints in the central and local Institution improving it through the necessary changes on the Law of 1983 "For the Citizens Complaints" also through a new Regulations that regulate the scrutiny process of the citizens complaints and the obligation of their statistical evaluation up to INSTAT, for this reason ACER create distributed to all the participants the Draft Project of Council Minister Decision, that could be proposed by the Ministry of Justice or as an Ombudsman recommendation.
- Increasing the juridical culture of the public through organizing workshops with a large audience especially sensitizing the participants with data on the issues that will be discussed: **The publication of the informative Brochure for the public "Solving the problem without paying a**

bribe". The publication of this brochure was appreciated by the Deputy Director of IPO Mrs. Mrs. Sonila Jajia.

- Defining financial responsibilities for the public administration officers in case on law violations or bad administering of the documentation.
- Create the necessary Lobbying for the Draft DCM approval that regulates the scrutiny process of citizen's complaints.
- Measuring the public perception on corruption activities of the employees of IPO, public discussion of the project findings, with all the stakeholders and arising the public pressure on the government aiming the improvement of the situation; Concretely, during this period, in response to the ACER reports on corruptive acts of IPO, the government issued a decision that regulate the complaining process through the electronic mail;
- Another achievement in frame of the project activities was the Agreement between IPO and Albanian Post-Office. The main goal of this agreement is to reduce the corruptive acts by the IPO employees;
- The Immoveable Properties Offices has adopted the statistic modules drafted by ACER, to annotate the citizens complaints;
- Augmenting the number of activities such as "Open Days" with the Ombudsman commissioners, aiming to arise the efficiency of their job and to offer such a service, near to the citizens needs;
- Including on PAD and DATI matrices the training of different category of the public administration on "For the Ombudsman" Law and the obligations that derives from it;
- Including the coefficient of how the citizens' complaints are solved as a basic element for the evaluation of the public administration performance, preparing statistical monthly data for all the levels of the public administration ;

VIII. MAIN PROJECT RECOMMENDATIONS

8.1 Recommendations for the central government:

1. As soon as possible the government has to review and to approve the law of 1983 " For the citizens complaints";
2. The central government can analyze once a year (perhaps at its annual analyze) the Institutions attitude toward the citizens complaints and Ombudsman recommendations;
3. The Albania Parliament Law commission before analyzing the "Annual report of the Ombudsman Office" has to organize an auditory séance on how the central and local Institutions react over Ombudsman recommendations;
4. To regulate/discipline the scrutiny process of the citizen's complaints we will recommend to the central government to draft a regulation, that will obligate the local and central Institutions on paying more attention to this process, and to standardize the Complaint Module;
5. The central government can ask to the central and local Institutions to apply the electronic mail for receiving the citizen's complaints, this will reduce the time wasting especially for the citizens that lives abroad Tirana; and
6. The Ombudsman Office in cooperation with other local and central Institutions and especially with the civil society can contribute on arising the public awareness related with the Ombudsman aim and object, aiming to reduce the number of complaints out of jurisdiction and competence.

8.2 For the public Institutions that handled immovable properties issues:

1. Augmenting the informative campaign for the citizens, on the object of their operate, especially on the outside environment, on the rules, specific procedures and the necessary documentation, that they have to follow for solving their problems in less time possible;
2. Sending the complaints through the Post-office is a welcome practice, but this has to be integrated with other forms that promote time-saving and avoid the realtor;
3. The adaptation of a module for the citizen's complaints and offering this service on line; and
4. To incentive the cooperation with the donors and the civil society, for monitoring the access that the new forms for the citizen's complaints scrutiny brings, their improvement and what can be done to prevent the corruptive phenomena.

8.3 For the donor's agencies:

1. The problem of the citizen's complaints can be seen more broadly and in a specific way on monitoring the complaints towards the juridical system and the prosecutor offices, and the implementation of the Ombudsman and the President Institution recommendations, by them;
2. Supporting the Ombudsman office and the civil society with donations that aimed to inform ate and educate the juridical culture of the citizen's through simple manuals for the complain procedures on the Ombudsman Offices, RPOs, NAPRCs; and
3. Organization of round tables with the constitutional, executive Institutions and the civil society for the handling process of the citizen's complaints and the unification of these procedures.

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Legal standards

Attachment #1

Ombudsman and the Immovable Properties office legal standards.

According to the law no 8454, date 4.2.1999, impregnated with the Law no 8600 date 10.04.2000, distorted with the Law no 9398, date 12.05.2005 "For Ombudsman", we relived the below legal standards:

1. **STANDARD:** The protection is offered by the Constitutional authority to the rights, freedoms and legal interests, from the public administration illegal action or non actions or thirds that operates in its account. (Article 2)
2. **STANDARD:** The Constitutional authority foresee the right to complaint for every person, group of persons or non governmental organisations that pretends that their rights, freedoms or individual legal interests have been violated by illegal action or non actions of the public administration. (Article 12)
3. **STANDARD:** The Constitutional authority set free the complaint form, for not conditioning their acceptance it. (Article 15)
4. **STANDARD:** This service is offered free by the Constitutional authority. (Article 16)
5. **STANDARD:** The Constitutional authority has the legislative obligation to make known to the interested parts within 30 days from the complaints registration. (Article 17)
6. **STANDARD:** The Constitutional authority requires explanations from the public administration and initiates an inquiry process when its necessary. (Article 18)
7. **STANDARD:** The Constitutional authority inquires, entering in every public institution office and inspect

- on place the acts or documents related with the case. (Article 19).
8. **STANDARD:** The Constitutional authority asks explanations from every central and local authority, obtains every file or material related with the case/investigation. (Article 19b).
 9. **STANDARD:** The Constitutional authority interrogates every person without immunity, that in its opinion is related with the case; (Article 19c)
 10. **STANDARD:** The Constitutional authority goes into any public administration offices, prisons, or in places where the police or prosecutor holds arrested, detained or pre-trial persons, state departments or institutions, hospitals, hostels, orphanage, or any other place that its estimated as place where the human rights or freedoms are violated, every time, without limitation and priority authorisation, informing first the Institution officeholder. (Article 19/1)
 11. **STANDARD:** The constitutional authority requires (asks for national secret information's or documentations. (Article 20)
 12. **STANDARD:** The Constitutional authority recommends, the administrative organ that is supposed to have violated the human rights and freedoms, to emplace the violated right; the recommendation suspends the illegal/irregular acts or actions till the answer is given by the administrative organ; (Article 21)
 13. **STANDARD:** The constitutional authority suspends illegal or irregular acts or actions committed as result of no scrutinizing its recommendations within 30 days. (Article 21.b)
 14. **STANDARD:** The constitutional authority recommends Prosecutor Office to start an inquiry if realises that elements of criminal acts are committed. (Article 21.c)

15. **STANDARD:** The constitutional authority proposes to each department/organ and to Parliament the discard the officials that hang on them; (Article 21.d)
 16. **STANDARD:** The constitutional authority ratifies the public administrations obligation to respond to Ombudsman recommendations; (Article 22).
 17. **STANDARD:** The constitutional authority requires from the respective authority the beginning of the procedures for disciplinary measures up to discard the employees, officials or public authority, when they refused to collaborate; (Article 22/1).
 18. **STANDARD:** The constitutional authority gives legislative recommendations when fundamental human rights are violated (Article 24).
 19. **STANDARD:** The constitutional authority publish its annual report aiming to arise it's operate transparency with the legislative, executive and judiciary (Article 28).
- According to the Law no 9407, date 19.5.2005 for some changes on the Law no 7843, date 13.7.1994 "For the immovable properties registration" we relived the below legal standards:
1. **Standard:** The public authority keeps the immovable property registers (Article 4.a)
 2. **Standard:** The public authority keeps (owns) the index maps for the immovable properties registration zone (Article 4.b).
 3. **Standard:** The public authority holds the juridical decisions, the administrative acts, the contracts, the other acts and documents, drafted according to the law, that has a juridical influence on the immovable properties or that according to the law have to be registered in the immovable properties registers. (Article 4.c)
 4. **Standard:** The public authority holds the immovable properties schedules, the registration indexes on the

immovable properties registers, and other required registers, necessary for the central immovable properties offices operates.(Article 4.c)

5. **Standard:** The public authority concedes to the citizens the possibility to take data and documents copies from: - the immovable properties registers, - the files, - the index maps, - the documents that have been deposited with the request for property registration and form the documentation that it kept by the regional immovable property office.(Article4)

List of intervied persons

Attachment #2

Institution	Name/Surname	Function	contact
CIPO	Edlir Vokolpola	Ex Head of CIPO	234419
	Anesti Roko	Human Resource Director	233713
	Gjergji Kosta	Legal department. Former Director	233713
	Junie Hasani	Public relation Specialist	682248926
IPO	Erjon Laze	Jurist	682061348
	Drita Beberaj	Jurist	3322626
IPO Korce	Gjegji Klerendi	Specialist for citizens complaints	692132999
	Klemedin Paho	Jurist	
Ombudsman Office	Artur Lazebeu	Head of Cabinet	682074559
	Erind Pirani	Vice Commissioner Ombudman Office for Ipo	682094135
	Riza Podaj,	Vice Commissioner Ombudman Reg Office Korc	692166193
	Marlinda Mekshi	Vice Commissioner Ombudman Reg Office Korc	692137745
	Alfred Cerrepi	Commissioner Ombudman Reg Office Korca	692074558
NARRP	Justina Borici	Head of NARRP	256813
	Ilva Mitro	Project Coordinator	256813
	Sofie Shehu	Public relation Specialist	256813
Vlora Municipality	Arqila Mishtaku	Mayor	3322985
	Eriton Kollozi	Director of Development Department	682094492
Korca Municipality	Niko Peleshi	Mayor	8242966
	Rovena Sade	Public relation Specialist	8242966
Vlora Prefecture	Elisabeta Nasi	Legal department. Director	3323447
Korca Prefecture	Elfrida Zefi	District Prefect	8242953
	Eriston Zlu	Head of Legal department	8242953
Vlora District	Margarita Binaj	Specialist for citizens complaints	3322741
	Rudina Lipi	Specialist for citizens complaints	3322741

Date of Interview.....

Interviewer.....

Questionnaire
For the interviews with the citizen's
at Immovable properties offices

1. Name Surname (paragraph.....)
2. Locality.....
3. Age.....
4. a) Employee b) Self Employee c) jobless
5. Today complaint objects at IPO?
.....
6. Is this your first time at IPO office
7. Have you ever complaint in another institution before you came to IPO, for the same issues ?
a) No b) Yes (If yes go further).
8. Where have you complaint forAre you satisfied from the answer you have received ?
a) Yes b) No c) Not totally
9. Are you satisfied from the service you received today
a) Yes b)No c) Partially
(If the answer is no go further)
10. Which is the cause for your negative answer ?
a) Absence of some of the necessary documentation
b) Employees pretermission
c) Or someone else its interested to give you a negative answer
11. Are you going somewhere else to send your complaint ?

a).....
b) No I will not go anywhere
c) I don't know
12. Do you think the acceptance at IPO is better rather in the other institutions
a) Yes b) No c) the same
13. Someone helped you on the preparation of the documents or to meet someone of the employee's office?
a) Yes b) No c) I do not answer
14. Have you or someone you know ever given a bribe for taken the required service
a) Yes b) No c) I do not answer
15. Do you think you will see through if you pay something (give a bribe)
a) Yes b) No c) I do not answer

Date of Interview.....

Interviewer.....

**QUESTIONNAIRE
FOR THE INTERVIEWS WITH THE
CITIZEN'S AT OMBUDSMAN OFFICE**

1. Name Surname (paragraph.....)
2. Locality.....
3. Age.....
4. a) Employee b) Self Employee c) jobless
5. Have you ever send a complaint for something else at the Ombudsman Office ?
a) No b) Yes (if the answer is yes go further)
6. Are you satisfied from the problem solution you received ?
a) Yes b) No c) So so
8. Today complaint objects
.....
.....
.....
9. Against who you complaint for
.....
10. Have you ever complaint in another institution before you came to IPO, for the same issues ?
a) No b) Yes (If yes go further) Where
.....
.....
11. Are you satisfied from the answer you have received ?
a) Yes b) No c) Not totally

12. You believe that Ombudsman will solve your problem
a) Yes b) No c) Partially
13. If you receive a negative answer where are you going to complaint for a).....
.....
b) I will not go further
c) I don't know

14. Are you satisfied from the acceptance you received today ?
a) Yes b) No c) Partially
Do you think the acceptance at Ombudsman office is better rather than in the other institutions ?
a) Yes b) No c) the same
15. Have you ever been at IPO offices ?
a) No b) Yes (If yes go further)
16. Have you been satisfied from the service received by IPO ?
a) Yes b) No c) Somehow

Publications about the project

Attachment #5,

During the project implementation time (December 2006 - June 2007) in national and local printed and audio-visual media were published more than 30 articles, interviews, and opinions about its main findings and recommendations.

Attachment # 6

**Republic of Albania
Council of Minister**

Draft/Decision

No.... Date.....

For rules and regulations of the Citizens complains

The Council of Minister at, reunion , after he scrutinized and analyzed the report presented by the Ministry of Justice / Ombudsman Office, aiming to facilitate the citizens complains process and to arise the transparency of public administration operate, according to law no..... date.....

Decided

1. In all the central and local Institutions should be created public acceptance offices for the scrutiny process of citizens complaints or an employer should be responsible for this process at the Directory for Public Relations/ Human resources without augmenting the number of employee or the wage founds but the vacancies on the organizational structure will be used for.
2. The scrutiny process of citizen's complaints will be done in accordance to the law no. Date.... and the Procedural Administrative code.
3. These offices or persons in charged for the scrutiny of citizens complaints should create and maintain the

partnership with the Ombudsman inspectors.

4. These offices or persons in charged should compile periodically the "EVIDENCE for Citizens Complaints" according to the model attached to this decision and have to inform the superior instance every three months.
5. INSTAT is in charged to open an annual rubric with data for citizen's complaints according to the attached model.
6. It comes in power 15 days after its publication on the "Official bulletin".

Prime Minister

(Sali BERISHA)

Main results of the Interviews at IPO Offices Attachment # 7

On 11.01.2007, Acer expert Team realized some interviews, (15 or 25% from over 60 persons that were waiting), at the Central Immovable Property Offices.

The acceptance time table was at 8.30 am, but in fact they started at 8.50 am, about 20 minutes later, and from the interviews we realized that this was a routine of the IPO employee's behavior.

10 or 66, 6% from the 15 interviewed persons were at IPO offices for the Property Certification, and for 12 of them or 80% this was not the first time that they went there for the same problem.

100% of interviewed were not satisfied by the answer that the employees has given to them, and they were constrained to come across again because:

- 53% have deficiency on their documentation.
- 46% thinks that the employee has been negligent toward them.
- 1% thinks that someone else was interested on this issue.

99% of the interviewed persons have no idea on where to complaint for the problems that they might have with the IPO administration.

- 73 % (11) of the interviewed persons thinks that the acceptance on this institution was worst than in the others.
 - 20 % thoughts it was the same in a negative way
 - 7% doesn't like to be pronounced on this issues
- 93 % of them were in known that their familiars have given bribes and 100% of them were sure that if they pay something (give bribes) they will receive the required services faster.

EVIDENCE FOR CITIZEN'S COMPLAINTS AT THE CENTRAL INSTITUTIONS

Year Institution	2004		2005		2006	
	Complaints	In % to total of complaints	Complaints	In % to total of complaints	Complaints	In % to total of complaints
MLG	402	15.9%	392	20.3%	564	22.1%
M.of Justice	391	15.6%	301	13.1%	331	13%
Prosecutor/Tribunal	252	10.0%	389	16.9%	571	22.4%
MLOSAEO	241	9.6%	161	7.0%	159	6.3%
MPATT	169	6.7%	136	5.9%	181	7.1%

Font: Ombudsman Annual report 2004/05/06

Complaint

Directed to: Ombudsman

Mr. Ermir DOBJANI

Tirana

Name _____ Paternity _____

Surname _____ Citizenship _____

Age _____ Profession _____

Address _____

No. Telephone / Mobile _____ Fax no. _____ E-mail address _____

Complaint Content

1. The public administration institution or official you complaint for: _____

2. The incorrect/illegal action / non action: _____

3. The negated/ violated / right, freedom or legal interest: _____

4. Complaints / Appeals represented on other institution and their response: _____

5. Explanation of the concrete circumstance on the event, and the supporting documents:

6. Type of legal assistance that you require from Ombudsman

7. Number of documents attached to the complaint _____

nub.

Remonstrant

Name _____

Surname _____

Signature _____

Attachment #10

Conference List of Participants

Date 18.05.2007

Monitoring the public administration attitude towards ombudsman recommendation.

	Name /Surname	Institution	Position	Telephone	E-MAIL
	Ministry				
1	Ilda Llaha	M. of Environment	Jurist	682081232	illaha@moe.gov.al
2	Ira Papagjika	M. Interior	Specialist	684000346	ipapagjika@yahoo.com
3	Ermal Gjinaj	M. Economy	Public Inf. Office	682087243	ermalgjinaj@yahoo.com
4	Teuta Elezi	MLOSEAO	Specialist	682304336	
5	Irena Mirka	MLOSEAO	Minister Assisten.	682081045	irenamitro@gmail.com
6	Oljion Xhezo	M. Justice	Head of Int & Pub Relation		
	Other Central Institution				
7	Irida Kraja	Presidency	Specialist	684020401	didadushku@yahoo.it
8	Joana Sorraj	Presidency	Counselor	692536491	joysorraj@yahoo.com
9	Sonila Jazo	CIPO	Vice/General director	682080788	orionomma@gmail.com

10	Dokleand Ademi	IPo Durres	General director		
11	Arben Basha	Executor Office	Inspector		
12	Edvin Morava	SHC	Specialist	682082209	moravaklsh@yahoo.com
13	Klodjana Gjini	AEC	Head of Int & Pub Relation	692093216	klodjanagjinaj@yahoo.com
	Independent Institution				
14	Ermir Dobjani	Ombudsman	Ombudsman		
15	Artur Lazebeu	Ombudsman	Head of Cabinet		
16	Arben Repaxhi	Ombudsman	Ad/commissioner		
17	Ajan Cani	Ombudsman	Ad/commissioner		
18	Erind Pirani	Ombudsman	Ad/commissioner	682153558	epirani@yahoo.com
19	Armand Gurakuqi	Tirana Prosecutor office	Prosecutor	682079390	mandi_150@yahoo.com
20	Ervin Karanxha	Tirana Prosecutor office	Prosecutor	682081551	
21	Ardena Veli	Durres tribunal	Canceller	692112838	ardenaveliqiykate@hotmail.com
22	Ermela Zaimi	Tirana Tribunal	Specialist	682593864	ermela_zaimi@yahoo.com
23	Ilir Tanja	Durres Prosecutor office	Vice. District Prosecutor	692067866	

	Local government				
24	Arrian Cela	Municipality Durres	Vice / Mayor	682023418	adcela@yahoo.com
25	Drita Alikaj	Municipality Durres	Economic Director	692077962	
26	Erina Dedja	Municipality Durres	Legal Department	682096645	erinadedia@yahoo.it
27	Clirim Hoxha	Municipality Vlore	Public Relation Department	6822937939	hoxha_cim@yahoo.com
28	Elisabeta Alikaj	Municipality Vlore	Jurist	683305399	
	Civil society				
29	Shaban Duka	Education independent union	Head of Spash	682595369	
30	Arta Dyrnishi	Sh. M.D.G Berat	Executive director	682298134	
31	Milljon Bilo	Sh. M.D.G Berat	Jurist	692136339	
32	Aferdita Selimi	Journalist Assosac	Executive Director	682120418	diselta@yahoo.it
33	Petrit Dervishi	Adriatiku	Executive Director	682238502	adriatic_center@yahoo.com
34	Hysen Domi	District and municipality assosaciton	Executive Director	682059659	
35	Hasan Stafa	ZMK	Coordinator	682245267	www.konsumatori.org
36	Blerina Gjika	F.SH.SH.C	Menaxhere projektesh	692648892	blerina.alb@gmail.com

37	Loreta Bellova	Women In focus	Coordinator	682125114	lshehu7@hotmail.com
38	Fjorda Demko	Conf industries	Economist	682580536	fdemko@konfindustria.al
39	Rovena Sorra	IDN	Coordinator	682281751	rovena@idmalbania.org
40	Agron Sula	ASD	Executive Director	682081397	asula_2000@yahoo.com
41	Alketa Drenova	Every Child	Social worker	692814478	alketak@yahoo.com
42	Iva Sesen	Commerce Chamber Tirana	Legal department	692103580	ivaseseri@yahoo.com
43	Minella Mane	Trade Union	President	692075084	minellamane@yahoo.com
44	Bardhi Sejdarasi	Commerce Chamber Tirana	Information Director	682120888	bsejdarasi@hotmail.com
45	Mirela Buhuri	Sh. G Berat	Assistant	692694141	mbuhuri@yahoo.it
46	Irma Cani	Advocacy Chamber Tirana	Lawyer	682096956	av_irmacani@yahoo.com
47	Arjan Mydeziri	Advocacy Chamber Durrës	Lawyer	692250819	arjanmydeziri@gmail.com
48	Irida Nasufi	Casals	Coordinator		
49	Ledla Karaça	Casals	Coordinator		

Nr.	Name Surname	Institution/Organization	Contact	Notes
1	Violeta Marko	Prefecture Viora	03323447	
3	Elisabeta Nasi	Prefecture Viora	03323447	
5	Elton Kollozi	Municipality Vlorë	03322985	
7	Bilal Shkurtaj	Rector	03322288	
9	Evelina Bazini	Viora University	03322288	
11.	Drita Dederaj	Jurist IPO	03322626	
12	Albana Metaj	Jurist IPO	03322626	
13.	Ariana Bubeqi	Aulega	03322664	
17.	Etleva Leskaj	Professor	03322288	
18.	Edmond Leka	Commerce Chamber	03322111	
20	Migjena Shkëmbi	Aulona		
26.	Sokol Berberi	CPS		

Institution _____
Date: _____

Model Form for citizens Complaints

A) What's the problem you complaint for?
.....
.....

B) Have you ever sent a complaint for this problem?
.....
.....

C) If yes, what is the answer that has been given to you?
.....
.....

D) To help us, in solving your problem please complete the under mentioned fields :
.....
.....

Which is the problem you complaint for?
.....
.....

- Code at the wicket
- Mistakes on your data
- Uncomfortable environment
- Other (specific ate)

- Long time procedures
- Transparency and difficulties on the procedures
- Staff behavior

Which the service where you encounter the problem?

- Acceptance/Assistance of the public
- Documents require cession
- Request devolvment
- Other (specific ate)

Remonstrant data

(This field is going to be filled by the remonstrant if he wants to receive the feedback for the problem he represented to these offices)

Name Surname

Profession

Address.....

Telephone E-mail.....

How you would like to receive the answer: By mail

by electronic mail you will come at the offices

This module can be completed and consigned at the public relation personnel or at the mail box that you will find near to central or local institution;

The office is engaged to give you an answer up to 30 days from the date when it is consigned, in case when the office doesn't respond you can complaint at the superior instance.

For the protocol office: No..... Date.....
Place

ACER - THE ALBANIAN CENTER FOR ECONOMIC RESEARCH

The Albanian Center for Economic Research (ACER) is among first Albanian pro-market think-tanks whose mission is to formulate and promote public policies based on the principles of free enterprise, limited government, individual freedom and development of Euro-Atlantic relationship.

CEP pursues this mission by performing research on key economic policy issues and marketing these findings to its primary audiences: policymakers, news media, and academic and policy communities. ACER's products include publications, articles, and conferences. The Albanian Center for Economic Research is an independent, non-profit organization; it relies on the various financial supports from foundations and individuals, corporations and other interested national and international parties.

ACER was founded in 1993 under initiative of Dr. Zef Preçi, who in his high ranked public positions hold by him later as Minister of Public Economy and Privatization (1999); Senior Advisor to the President of Republic of Albania (2002-2003), and Chairman of Competition Authority (2004-2005) has been directly engaged in accomplishments of pro-liberal public policies, civic education and increase of public confidence to "the rule of law" institutions. Currently Dr. Preçi is the Chairman of Board and Research Director of ACER.

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