

CITIZEN-CENTRIC SERVICE DELIVERY PROJECT

Terms of Reference
for
Consultancy Services (Firm)
on
Advisory Support for the Validation of Use of Business Process Re-engineering (BPR)
70 Maps

Ref. No. 3.10.05

1. Background

The Government of Albania is determined to fundamentally change the way public services are provided in Albania through a variety of interventions under a citizen-centric approach, which combat corruption, foster a customer-care culture, enhance access, as well as increase efficiency in the Albanian public administration.

Under the Innovative Good Governance priority, launched in April 2014, the Program “Innovation against Corruption: Building a Citizen Centric Service Delivery Model in Albania. This reform entails a multilayered reform that focuses on key administrative central government public services to reduce the time and burden for citizens and businesses and improve service delivery quality, transparency and efficiency by using innovative solutions and ICT. Its key pillars are i) the establishment and management of an integrated nationwide model of service delivery whereby, the front office is focused on the relation with the public and is separated from back office processing, including the implementation of the one-stop-shop and in-one-place approach of the Citizen Service Center; (ii) service provision standardization, simplification through Business Process Re-engineering (BPR), digitization and automation, with a focus on interactive online services; iii) citizen feedback and performance monitoring of service delivery for ongoing improvement. To implement the program, the Government of Albania has received financing from the World Bank under the Citizen-Centric Service Delivery Project (CCSD).

As part of the reform, in October 2014, ADISA, the Agency for the Delivery of Integrated Services in Albania, was established to manage the centralized public service delivery to the citizens. Its expanded mandate includes the implementation of the separation of the front office (FO) from the back office (BO) in all central institutions. This process entails the overhaul of public service delivery in Albania with the establishment of service standards for the citizens and performance monitoring for service window clerks, based on a customer-care culture.

2. Background Specific to the Assignment

The program aims to improve public service delivery in Albania through a citizen-centric model where central government public services will be provided in an integrated fashion. In terms of the face-to-face channel, the model of the service delivery includes (under ADISA’s management) citizen service integrated centers established throughout the country, offering centralized access to 300+ public services of 15+ public institutions in a single location. Results

of key activities linked to the project development objective will be measured through Disbursement Linked Indicators (DLIs).

DLI #2 (Priority services with business process re-engineering) measures the simplification and improvement of selected services through use of business process re-engineering (BPR). BPR reforms to services can include changing how citizens and business interact with government when accessing services, including by streamlining and improving documentation and information requirements, legal requirements and decision-making processes.

3. Objectives of the Assignment

The specific focus of this assignment is to document whether BRP plans prepared previously have been executed in reforming (at least) 70 services provided by up to nine (9) central government institutions.¹

In this framework, ADISA is seeking to hire a qualified Consulting Firm experienced in BPR and ICT implementation in the public sector who will be responsible for:

- Reviewing, assessing and validating the extent of use of BPR plans in reforming a sample of at least 70 services provided by the Government of Albania;
- Documenting in a diagnostic report the number and type of BPR reforms originally recommended for these services, the extent to which BPR reform recommendations were adopted, or adopted in modified form for selected services. Furthermore, the consultant firm will identify and document the number and type of other BPR reforms to selected services which were not identified in the original BPR plans, but which were included in service reforms to improve service delivery for citizens and business.
- Provide a broader assessment regarding the usefulness of BPR plans originally prepared in informing the design and reform of selected services and also in providing a basis for other BPR reform solutions implemented for selected services.
- The main activities include working closely with ADISA, relevant ministries and agencies.

4. Scope of Work

During this engagement the Consultant firm shall perform the following tasks:

- Review and assess a sample of at least 70 government services provided by ADISA;
- Prepare an inception report with a recommended methodology and work-plan including methodology for collecting and verifying data. This should include data collection methods and tools, as well as proposed approach for collecting, analyzing and reporting on relevant data collected;

¹ Institutions include: National Business Center (QKB), Social Insurance Institute (ISSH), Central Technical Archive of Construction (AQTN), Cadastral State Agency (former ZRPP), Compulsory Health Insurance Fund (FSDKSH), Ministry of Education, Sports, Youth (MAS), General Directorate of Civil Status (DPGJC), General Directorate of Road Transport Service (DPSHTRR), and General Maritime Directorate (DPD).

- Identify and document process maps for these selected services - which are outlined in a reports/methodologies prepared under previous consultancies.
- Identify and document BPR reforms recommended for these services. This will include identifying and documenting the number and type (ie. outputs) of recommended BPR reforms, along with the specific reforms recommended for each selected service.
- In close consultation and coordination with relevant areas of government, identify, document and verify BPR reforms implemented for each selected services. This will include identification and reporting for each service on;
 - ✓ Recommended BPR reforms approved including legal, institutional, process, or IT amendments) allowing for implementation of BPR reforms;
 - ✓ Document any legal authorization (administrative decision or order) to approve the BPR (and related) reforms for services on focus. These include changes to legal, institutional, process, or IT systems.
 - ✓ Recommended BPR reforms implemented;
 - ✓ Recommended BPR reforms adopted but in a modified form;
 - ✓ BPR reforms implemented which were not contained in the original recommended BPR reforms;
 - ✓ Document how and when the maps we utilized in informing design and implementation of BPR reforms, including how ministries and agencies incorporated BPR plans into internal reviews and reforms of selected services.
- Providing evidence based commentary in the draft and final reports regarding the usefulness of BPR plans originally prepared in informing the design and reform of selected services and in providing a basis for identifying other BPR reform solutions implemented for selected services.
- Provide conclusions regarding what aspects of the BPR planning and implementation met expectations, any areas or activities that did not generated expected results and provide recommendations regarding how to better leverage off BPR processes in future reforms to government services in Albania and other countries; and
- Draft and finalize all deliverables as noted below.

5. Timing

The assignment would be carried out approximately in 75 working days in total and is expected to be completed within September 2020. The expected time of commencement of services is May 2020.

6. Reports and Schedule of Deliverables

The Consultant firm is expected to submit:

- An inception report, within 10 working days from contract signing, which includes:
 - A technical proposal and methodological approach, including how the data will be collected and analyzed;

- A detailed work plan and implementation schedule;
- Annotated outline of all outputs
- A draft final report, by September 15, 2020, which will include all items listed under the scope of work:
- The final report that shall reflect inputs to be provided by the stakeholders will be submitted by September 30, 2020.

7. Reporting Requirements

The Consultant shall report directly to ADISA and the Project Management Unit (PMU) of the CCSD project. The ADISA/PMU will provide quality assurance and management control on the achievement of results, and finalization of deliverables. The Consultant will work closely with government ministries responsible for selected services. The reports (2 copies in each of the languages) must be submitted in Albanian and English language in hard copy. They should also be submitted in electronic format. The consultant shall submit bi-weekly progress report on achievements and challenges during implementation.

PMU/ADISA as a Contracting Authority will receive all requests for payments with endorsement from the beneficiary representative.

8. Resources

ADISA shall provide the Consultant with the required office space and premises for meetings and other similar resources needed to set up presentations in the framework of this assignment. The Consultant will also be provided with a set of documents with relevant key technical information.

9. Qualifications and experience

The Consultant team shall include key staff with necessary qualifications and global experience to successfully carry out all the tasks and deliverables of this assignment. Fluency in English language, spoken and written is required for all members of the team.

The Consultant team working on this assignment will consist of one **Team Leader**, who will also work as a key expert (BPR and government service provision) and two Key experts to perform the activities highlighted in this ToR.

The consulting firm will have the following qualifications:

1. At least seven (7) years of consulting experience with a focus on public service reforms, public service delivery and improvement, business analysis, performance and procedure improvement, etc.;
2. At least two (2) similar contracts successfully carried out within the last five years with certificates of satisfaction issued by the contracting authority;
3. Proven experience in undertaking non-financial performance audits of government services would be an advantage;

4. Experience in World Bank funded projects related to this assignment will be an advantage.
5. Key staff with necessary qualifications and experience, available to successfully carry out all the tasks and deliverables of this assignment. These include but not limited to the following:

The Team Leader will have the following qualifications:

1. A Master degree;
2. At least seven (7) years of consulting or as a public officer, dealing with reforms, public service delivery and improvement, business analysis, performance and procedure improvement, etc.;
3. In-depth knowledge and global experience with proven track record in designing and undertaking BPR reforms for government services;
4. Proven experience in undertaking non-financial performance audits of government services would be an advantage;
5. Experience in a public service re-engineering reform, implemented in a developing country in recent years, is preferable' and,

2 (two) **Key Experts** to possess the following experience and qualifications:

1. University degree in public administration, economics, law or related fields;
2. Minimum of five (5) years of experience including dealing with BPR reforms, reform of government services, online service delivery, etc., performance audits of government services and assessment of service provider performance and citizen feedback; Familiarity with internal government processes and decision making and understanding of e-Government/ICT reforms currently being implemented in Albania would be an advantage.
3. Experience in World Bank funded projects related to this assignment will be an advantage.

The qualifications and experience of the proposed team have to be satisfactory to the World Bank.

10. Restrictions

In addition to the standard conflict of interest restrictions specified in the consulting Contract, all materials created under this Contract will remain the sole property of ADISA. Re-use of the materials will require the formal, written approval of ADISA.

The Consultant shall have no material interest in any of the outputs of this assignment.

On the commencement of the assignment, the consultant will jointly prepare with ADISA a Statement of Confidentiality that will bind the Consultant to nondisclosure of any sensitive information that he/she may become knowledgeable of in the course of the assignment.

The terms of this agreement shall be made consistent with the relevant privacy laws of the Republic of Albania.

11. Selection

The Consultant will be selected under the provisions of the World Bank Guidelines for the selection and employment of consultants (January 2011), revised in July 2014, based on Individual Consultant Selection Method, Time-Based Contract.

12. Evaluation Criteria

- General experience including description of profile's company *30 points max*
- Specific experience including 2 similar assignments in last five years with written evidence *60 points max*
- Requested key expertise *10 points max*