

**Republic of Albania**  
**Prime Minister's Office**

**CITIZEN-CENTRIC SERVICE DELIVERY PROJECT**

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**Terms of Reference**  
for  
**Consultancy Services (Firm)**  
on  
**Advisory Support for the Validation of e-Services**

**Ref. No. 3.10.04**

## **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” (ISDA 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 Information and Communication Technologies (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 and digitization, with a focus on online services; iii) citizen feedback and performance monitoring on service delivery for ongoing improvement.

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, establishing service standards for the citizens and performance monitoring for service window clerks, based on a customer-care culture.

To implement the program, the Government of Albania is receiving financing from the World Bank. The Project Management Unit carries out the fiduciary aspects of the activities including procurement, financial management and administration, and ADISA, as beneficiary agency,

manages the technical aspects of the activities. The National Agency for Information Society (NAIS) is a key partner in the program.

## **2. Background Specific to the Assignment**

Under the first pillar, 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 way. In terms of the face-to-face channel, the model of the service delivery includes establishing of One Stop Shops offering centralized access to several public services in a single location.

On the other hand, more and more services are being provided online. The e-Albania Portal ([www.e-albania.al](http://www.e-albania.al)) managed by NAIS is the online service delivery platform launched in November 2012. NAIS has increasingly providing opportunities to both business and citizens to apply and obtain certain public services online, through the e-Albania portal. The Government Interoperability Platform is already a consolidated platform in Albania. Since its implementation in 2013, at least 49 electronic registers have been integrated, which interact in real-time. Thanks to implementation of the electronic seal, 38 documents with full legal value are generated in real time from the e-Albania portal. Among others, it allows public employees to obtain such documents on behalf of the citizen, with no burden to citizens to submit such document to receive another public service. In addition, there are 600 electronic services, in which 60% of the data in the application forms is prefilled thanks to the interaction and exchange of data among electronic registers.

Results of key activities linked to such developments are measured by a Disbursement Linked Indicators (DLIs), specifically:

**DLI #1 - Number of online services with Level 3 automation** - measures the number of transactional administrative services provided online with two-way communication, including e-payment and e-filing.

In order to ensure compatibility with the latest UN framework, the definitions included in the United Nations (UN) E-Government Development 2014 Database was used during project design to assess the status of online services provided through e-Albania Portal<sup>1</sup>. The number of Level 3 and 4 services is growing in the last years. This methodology was also used to assess the status of the first group of 35 selected services, which were found to be of at least of level 3 of automation.

Considering these definitions, current mapping of the selected online services available in the e-Albania Portal will be reviewed to validate their e-Level status.

## **3. Objectives of the Assignment**

In this framework, ADISA is seeking to hire a qualified Consulting Firm experienced in validating the status of selected Level 3 (and Level 4) services, and in assessing e-Government programs and ICT implementation in the public sector, with a focus on e-Gov portal applications

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<sup>1</sup> [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)

and online services (further on referred to as '*Consultant*'). The Consultant will be responsible for:

- Reviewing and validating the status of online services provided through e-Albania Portal using the UN 2014 framework;
- Assessing the performance of several key services through interactions with service providers (government institutions) and beneficiaries (citizens and/or businesses); and
- Reviewing the “e-Service register” maintained by NAIS and ADISA, and providing a comparative analysis of key findings of this assessment and registry contents to suggest possible improvements.

#### **4. Scope of Work**

During this engagement the Consultant shall perform the following tasks:

- Review and assess the status of online services provided through e-Albania Portal and identify the number and level of online services using the UN 2014 framework mentioned above, as well as the number of users, service delivery standards, performance and usage for up to 40 services;
- Review the workflow and mapping documents for the selected services of e-Albania Portal to support Level 3 and 4 (transactional and connected services) and assess the functionality for processing steps and times; Review and assess the legal aspects that supports the on line service delivery;
- Assess the performance of selected Level 3 and 4 services (up to 40 ) through interactions with service providers (government institutions) and beneficiaries (citizens and/or businesses) with a focus on user experiences, to identify good practices and challenges;
- Review the “e-Service registers” maintained by NAIS and ADISA, and provide a comparative analysis of key findings of this assessment and registry contents to suggest possible improvements.
- Suggest possible improvements in the e-Albania Portal and maintenance of existing “e-service register” to be able to monitor the improvements in service levels and efficiency gains (reduction in time and processing steps) historically and consistently; and
- Draft and finalize all deliverables as noted below.

#### **5. Timing**

It is expected. The assignment is expected to start on mid May 2020 and to be completed by September 2020.

The Consultant will engage three experts for a total duration of up to 80 working days. Team leader will spend up to 15 working days on site while key expert will spend up to 55 working days onsite while the legal expert is expected to be engaged in a maximum of 10 days, not necessarily consecutively.

The length of this assignment and the number of working days (as well as the contract value) might change depending on the number of e-services that are subject of validation.

## **6. Reports and Schedule of Deliverables**

The Consultant is expected to submit:

An inception report, within 7 working days from contract signing, which includes an update of the documents, prepared during the technical proposal phase as following

- technical proposal and methodological approach;
- detailed work plan and implementation schedule;
- annotated outline of all outputs
- A draft final report, within 55 days from the contract signing which will include all items listed under the scope of work:
  - Assessment of online services provided through e-Albania Portal:
    - Identify, examine and analyze the situation of the existing selected online services provided through e-Albania Portal and interoperability platform in use by Albanian government agencies; and
    - Identify and prioritizes the issues, and possible improvements related to selected services at e-Albania Portal.
  - Assessment of the performance of selected Level 3 and 4 services:
    - Performance of the selected online services
    - Citizen / business perspectives as beneficiaries of selected e-Services; and
    - Lessons learned and suggestions for possible improvements (including the evidence collected from performance measurements and citizen feedback);
  - Review and assess the legal aspects that supports the on line service delivery;
    - Review the legal aspects that addresses the chain of service delivery, roles and responsibility of the government institutions in service provision;
    - Suggestions for possible improvements that addresses the institutions' responsibility in the service provision;
  - Review of existing “e-Service register” maintained by NAIS and ADISA:
    - Provide a comparative analysis of existing registers with the findings of this assessment;
    - Suggest possible improvements in existing registers to be able to monitor the developments in online services consistently;
  - Conclusions and Next Steps:
    - Summarize key findings and possible improvements in e-Albania Portal to ensure effective delivery of Level 3 and 4 services;
- The final report that shall reflect inputs provided by the stakeholders, submitted within the deadline of this contract.

## **7. Reporting Requirements**

The Consultant will work closely with NAIS. The Consultant shall report directly and submit all reports to ADISA's assigned contract coordinator and/or PMU. The reports (3 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. ADISA and/or NAIS will provide comments to reports.

The consultant is also expected to submit bi-weekly progress report on achievements and challenges during implementation.

ADISA, as the Contracting Authority, will receive all requests for payments.

## 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.

ADISA shall provide the Consultant with the necessary documents, list of selected services, any administrative support, and other similar resources needed to carry out activities foreseen in the framework of this assignment.

## 9. Qualifications

The Consultant team will consist of one **Team Leader**, who will also work as a key expert (e-Government Specialist and ICT Auditor) a **Key Expert**, and a **Legal Expert** 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 e-Government/ICT system design, implementation and assessments, and IT Audit assignments;
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. In-depth knowledge and understanding of ICT and e-Governance development issues;
4. Proven experience in the development of large ICT projects and design of e-Government architecture (including portals and online services);
5. Strong skills and knowledge of international standards and control frameworks (e.g., CobiT, ISO 27001/27002) and will be essential;
6. Experience in World Bank funded projects related to this assignment will be an advantage;
7. Fluency in English language, spoken and written (for all members of the team); and
8. 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** (e-Gov Specialist and ICT Auditor) shall possess the following qualifications:

1. Master degree or demonstrated experience in informatics, engineering or related fields;
2. Minimum of ten (10) years professional experience;
3. Minimum of seven (7) years of experience in the design, implementation, and assessment of e-Gov portals for online service delivery (especially transactional and connected services) working with Government institutions;
4. At least five (5) years of experience of ICT Audit in corporate or public sector; and
5. ICT Audit qualification (Certified Information Systems Auditor or equivalent).

The **Key Expert** shall possess the following qualifications:

1. University degree in informatics, engineering, or related fields;
2. Minimum of five (5) years of experience in dealing with e-Gov portals for online service delivery (especially transactional and connected services) and assessment of service provider performance and citizen feedback; and

The **Legal expert** shall possess the following qualifications:

1. University degree in law.
2. Minimum of five (3) years of experience in the IT related fields and /or e –services.

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

**Evaluation criteria** for the Consultant (firm) will be as follows:

- General experience including description of company’s profile - 30 points;
- Specific experience including 2 similar assignments in last five years with written evidence - 60 points;
- Availability of qualified key staff within the firm -10 points

## **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 (Company) 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 Consultant's Qualifications. This is a lump-sum contract.

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