Republic of Albania
Ministry of Finance
PROJECT PREPARATION FACILITY NO.P472
CITIZEN-CENTRIC SERVICE DELIVERY PROJECT

"Innovation against Corruption:
Building a Citizen Centric Service Delivery Model for Albania" (ISDA)

Terms of Reference for Consulting Firm on the Design of ICT Solutions for an Integrated Front Office Service Delivery Platform

Ref. No. 1.02.01

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), led by the Minister of State of Innovation and Public Administration (MIPA), 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, new/enhancedfront office is focused on the provision of services and relations with the public through separately managed front and back office functions of various public institutions, integrated with the one-stop-shop and in-one-place approach of the Citizen Service Center; (ii) service provision standardization, and simplification through business process re-engineering; (iii) digitization of registers and archives and a focus on online services; iv) 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. 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 customer-care principles.

To implement the program, the Government of Albania has received financing from the World Bank. As part of the Project Preparation Facility (PPF), now underway, the CFCU (Central Finance and Contracting Unit) at the Ministry of Finance, supported by the Project Management Unit, carries out the fiduciary aspects of the activities inc1uding procurement, financial

management and administration, and MIPA, the lead implementation agency supported ADISA, as beneficiary agency under the ISDA program, manages the technical aspects of the activities. NAIS, the National Agency for Information Society is a key partner in the program.

2. Objectives of the Assignment

The ISDA program strives to ensure the adoption of ICT solutions for the delivery of central government public services to the citizens in an integrated approach.The model of the service delivery is anticipated to include ADISA's managementof "interfaces" or "service delivery functions" to facilitate citizen access to central government administrative services countrywide,through multiple channels, including centralized delivery (i.e. Citizen Service Centers, the largest to be established in Tirana, offering access to almost 400 public services of 19 public institutions in a single location). To enable smooth delivery of services to citizens and businesses on behalf of government agencies and institutions, ADISA is envisioned to be able to operate based on a single ICT system, offering its functionality in a homogenous fashion to all front office service operators.

Hence, this assignment is expected to focus on the preparation of the terms of reference and procurement documents for the design of the necessary ICT solutions for an integrated service delivery platform.For this purpose, MIPA/ISDA and ADISA is seeking to hire a Consulting Firmwith extensive ICT experience in the public sector, (further on referred to as *'Consultant')*which will be responsible for:

- Reviewing, analyzing and assessing the current IT solutions of selected agencies delivering public services;
- Reviewing, analyzing and addressing the ICT infrastructure, connectivity, software, and hardware, needed for the integrated front office service delivery platform;
- Providing necessary recommendations that will lead to establishing a contemporary public service delivery platform that takes full advantage of latest ICT solutions in an effective as well as secure way for the benefit of citizens and businesses.

General background information relevant to the assignment is available under Annexes I-IV of the ToRs.

3. Scope of Work

Under the terms of this contract, the Consultant will work towards the following high-level results:

- Provide an analysis of the existing ICT Systems and infrastructure in use by Albanian government agencies involved in the provision of selected public services, as well as high-level support on addressing ICT challenges.
- Provide a set of ICT solutions (software, hardware, network equipment, interoperability and interconnectivity framework, etc.) to ensure proper integration of the central government front offices and the Citizen Service Centerforeffective implementation of necessary "interfaces", aiming at the improvement of the public service delivery quality and efficiency, while ensuring abidance to security standards.
- Development of detailed technical requirements and procurement (International Competitive Bidding) document for the development of necessary ICT solutions related

to an integrated Citizen Service Centerplatform and interfaces with the front office systems.

During this engagement, the Consultant is expected to carry out the following tasks:

- Review the business requirement documents prepared by ADISA and other requirements already identified;
- Review the requirements for the integrated CSC (Citizen Service Center) ICT solutions and interfaces with front office systems prepared by the joint Working Group between NAIS and ADISA, and work with the stakeholders to consolidate and refine such requirements;
- Identify estimated cost of the system implementation, estimated annual maintenance needs, including required IT human resourcesto operate it;
- Review the documentation and the existing ICT solutions of the public agencies involved in the project, for which the front offices will be seamlessly integrated with back officeswith separate management functions;
- Review the technical documents and the solution of the e-Albania Portal;
- Review the documentation of the interoperability solution already in place by Government of Albania, managed by NAIS;
- Review the ICT Infrastructure of NAIS that currently supports the delivery of the services in the institutions, for which the integrated and separately managed front and back office functions will be linked to CSC;
- Identify, analyze and summarize the main features of existing goodpractices and international models that can be adopted in the Albanian situation;
- Prepare the ToRs for the ICT system addressing all functional duties of service delivery to the citizens: such as service delivery, financial reports, MIS, customer care, performance monitoring, etc. and ensuring the integration of all system components;
- Prepare the hardware and connectivity requirements in accordance with NAIS standards;
- Prepare the set of procurement (International Competitive Bidding) documents under World Bank rules;
- Propose the guidelines for ensuring the rigorous application of information security, principles, and practices to all components of the system architecture;
- Draft and finalize all deliverables as noted below.

4. Timing

The expected time of commencement of services is December 2015.The assignment is expected to be completed within four (4)months from the contract signature date.

5. Reports and Schedule of Deliverables

The Consultant is expected to submit:

- An Inception Report, within 15 working days from contract signing, which includes:
  - A technical proposal and methodological approach;
  - A detailed work plan and implementation schedule;
  - Annotated outline of all outputs

- A draft Interim Report, within 40 days from the contract signing which will include:

- o A report of the situation analysis that:
  - Identifies, examines and analyzes the situation of the existing ICT Systems and infrastructure in use by Albanian government agencies involved in the provision of selected public services, and high-level support on ICT challenges;
  - Identifies and prioritizes the relevant issues, problems and barriers;
  - Provides recommendations on existing international models that fit best to the Albanian situation.

- A draft Final Report, within 80days from the contract signingwhich will include:
  - o TORs (system requirements & technical specifications) for the ICTsolutions in order to implement an integrated face to face service delivery platform for the CSC and the integrated front offices. As a minimum the following documents have to be delivered:
    - Methodology guide for service architecture's design (including web portal, application software, interfaces, hardware, network equipment, interoperability framework, interconnections etc.), choosing related platforms, technologies, services, service/software developmentapproaches, product lifecycle management and configuration management for dynamically composed systems that provide services.
    - Suggestions for the replication of the system in other small and large cities in Albania.
    - ToR's (system requirements & technical specifications) for the implementation of the face to face service delivery platform;
    - Procurement (ICB) document to address the design of the Citizen Service Center and the integrated service delivery platform and front office interfaces.

  - o Action plan:
    - Other ICT solutions/systems needed in CSC;
    - Costing of the proposed ICT solutions;
    - Organizational and technical team roles and responsibilities to guarantee that after implementation of the system the needed conditions are planned and applied. Processes and standards to be followed in order to implement the new services in the CSC platform in line with EU best practices and standards.

  - o A final report that shall reflect input by the stakeholders.

6. Reporting Requirements

The consultant shall report directly to the ISDA and ADISA. The ISDA program will provide quality assurance and management control on the achievement of results, and finalization of deliverables. The Consultant will work closely with NAIS.

7. Resources

ISDA and 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 as listed below, which will serve as basis for the preparation of the technical and financial proposal.

- The process workflow of a sample of 20 services on scope;
- A sample of information documents of 20 services on scope;
- General Technical Information of the IT systems of the 15+ institutions on scope;
- Business requirement documents of the integrated CSC (Citizen Service Center);
- A set of technical documentations on the Interoperability platform and E-Albania portal.

8. Qualifications

The Consulting Firm

The consulting firm will have at least the following qualifications:

- No less than eight (8) years of experience in ICT Consulting is required, with special reference to large ICT projects involving government institutions.
- At least two (2)similar contracts successfully carried out within the last four years with certificates of satisfaction issued by the contracting authority.
- Key staff with necessary qualifications and experience to successfully carry out all the tasks and deliverables of this assignment. These include but not limit:

Key expert 1: International IT expert, Team Leader

The Team Leader (TL) will be based in Albania throughout the duration of the contract and will drive the implementation of this consultancy; provide overall guidance on project orientation and focus, and ensure that contract objectives are met. The TL will be the primary interlocutor for both the beneficiary and the contracting authority, and will report to/guide the MIAP on project and technical issues. S/he will ensure the timely identification of short-term and other expert requirements, determine their profiles and inputs; supervise and coordinate their actions, and ensure the quality control of all team outputs. The TL will co-ordinate and be responsible for the production of all documents produced under the contract. S/he will be responsible for developing and monitoring the implementation of the work plan, and for ensuring that contract outputs and results are delivered on time. The TL will define and review the achievement for each task, output and activity; will provide early warning to the beneficiary and the contracting authority in case of obstacles impeding contract implementation; and will propose solutions.

Qualifications and skills:

- Advanced degree in computer science, engineering, or a similar degree in relevant fieldsto the assignment;
- Minimum of fifteen (15) years of professional experience;
- Minimum of eight (8) years of experience in ICT project management;
- Proven experience in the development of large IT projects and design of e-Government architecture; experience in World BankICT project implementation will be an asset;
- Experience as ICT team leader in IT system up for public sector institutions or project of similar size and scope;
- Experience in preparing IT solutions costing;

- Experience in planning systems implementation; and/or ensuring the rigorous application of information security/information assurance policies, principles, and practices to the systems analysis process;
- Experience in supervision and coordination of different aspects of an international project;
- Excellent communication and presentation skills, and ability to ensure good coordination with the beneficiary, the Contracting Authority, local partners and stakeholders;
- Ability to work in a team of international and local experts;
- Excellent fluency of written and spoken English language.

Key expert 2: Enterprise Architecture International Expert

The role of the Enterprise architecture Expert will be to determine the gaps between the current and the target architecture and develop plans for transitioning to the latter. The Expert will be based in Albania and will drive the implementation of the technology related part of the consultancy.

Qualifications and skills:

- Advanced degree in computer science, engineering, and/or similar degree in ICT field relevant to the assignment;
- Minimum of twelve (12) years of professional experience;
- Minimum of five (5) years of working experience in technical IT architecture design;
- In-depth knowledge and understanding of ICT and e-Governance development issues;
- Proven experience in working with large scale system architectures and technical documentation methods and procedures, especially in e-Government related IT large scale projects;
- Experience in ensuring the integration of all systems components; e.g., procedures, policies, software, and hardware;
- Experience in country-wide IT architectures design;
- Ability to work in a team of international and local experts;
- Excellent communication and ability to ensure good communication and coordination with stakeholders;
- Excellent fluency of written and spoken English language.

Key expert 3: International Expert, ICT System Architect

The role of the ICT System Architect will be to plan and design the software features of the new IT system. S/he will be based in Albania and will drive the implementation of the IT system related part of the consultancy.

Qualifications and skills:

- Advanced degree in computer science, engineering, and/or similar degree in ICT field relevant to the assignment;
- Minimum of twelve (12) years of professional experience;
- Minimum of five (5) years of working experience in IT system architecture design;
- In-depth knowledge and understanding of ICT and e-Governance development issues;
- Experience that involves applying analytical processes to the planning, design, and implementation of new and improved information systems to meet the business requirements of customer organizations relevant work experience;

- Extensive experience in developing overall functional and systems requirements and specifications;
- Experience in preparing business cases for the application of IT solutions and developing cost estimates for new or modified systems;
- Experience in ensuring the integration of all systems components; e.g., procedures, databases, policies, software, and hardware;
- Proven experience in the development of large IT projects and design of e-Government architecture;
- Ability to work in a team of international and local experts;
- Excellent communication and ability to ensure good communication and coordination with stakeholders.
- Fluency in English language, spoken and written.

9. 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 MIPA. Re-use of the materials will require the formal, written approval of MIPA.

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 MIPA 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.

10. Selection

The service will be selected under the provisions of the World Bank Guidelines for the selection and employment of consultants (January 2011), revised in July 2014, for a Lump-Sum Contract.

ANNEXI: ICT topics under ISDA Program Scope

This annex provides generalinformation on the ICT topics of the reform that relates directly or indirectly to the scope of work of this contract. As described in Terms of reference, the program focuses on the reform of service delivery, and the ICT tool will be used to improve the services, creating also possibilities of offering the services to the citizens through many channels. In this context the program is focused in the 4 ICT topics as follow:

1. Archives/Registers, Population with NID/NUIS and Digitization of the archives;
2. Online Services;
3. Enhancing Backend Systems after re-engineering;
4. ICT Solutions for an Integrated Front Office Service Delivery Platform.

1. Archives/Registers (Population with NID/NUIS and Digitization of the archives)

This topic will aim to address the issues of the quality of the data in the existing backend systems. Having accurate data of the registers and digitizing the archives will improve significantly the delivery of service through all the channels.
The systems and the registers of 17 institutions are being analyzed. Some back-end systems are difficult to be connected to interoperability platform because some important key fields such as NID/NIPT are not properly added to the databases. The issues from one register to the other one differ. With regard to data population with NID/NIPT in some registers it is an easy process and the population is possible (like National Registering Center). In some other situation this process is not easy to carry out such is the case of Immovable Properties Registration Office. With regard to the archives, the situation varies from one institution to the other one as well. Some institutions have started the process of digitizing the archives, such as Social Insurance Institute, and some other institutions are facing difficulties. The cost estimation of the digitizing process of the archives will be calculated and the intervention priority list will be scheduled.

2. Online Services

Delivery the service to the citizens and business through on line channels will reduce the time for obtaining services. Also, this will help the institutions involved to reduce manual paper work which is much slower than electronic processing of information via on-line application. The services of the institutions that go on line first are very much related to the readiness of the back end system and its possibilities to connect to Interoperability platform. The portal E-Albania is now functionaland many services on scope of the project are already offered on line through this platform. Furthermore, two other projects are financed and a total of nearly 300 services will be offered to the citizens on line, starting from now till the end of 2017.

3. Enhancing Backend Systems after re-engineering

The process of reengineering of back office of the 11 institutions has started. Once the reengineering is complete, the elicited information will help to define the functional and nonfunctional requirements of the systems. Based on the proposed changes the respective Backend Systems will be enhanced and adapted. The cost of changes in those back end systems

will be evaluated case by case. If minor changes on such systems will be required, than it will be address via maintenance contract of the system.

4. ICT Solutions for an Integrated Front Office Service Delivery Platform

Terms of Reference for Consulting Firm on 'the Design of ICT Solutions for an Integrated Front Office Service Delivery Platform'are about this topic.

ANNEX 2: Technical Information on NAIS Infrastructure

Government Gateway

Government Gateway (GG) is the main architectures that enable the interoperability. Based on it is possible to integrate all internal IT systems of government. Thisarchitecture is based on a messaging mechanism called "Publish / Subscribe". Through this architecture IT systems of different government institutions canbe integrates enabling the exchange of data. For more interoperability Platformenables the IT systems functionality to the e-Albania government portal offering on line service to citizens. The figure below presents the main Coremodules ofGG architecture:

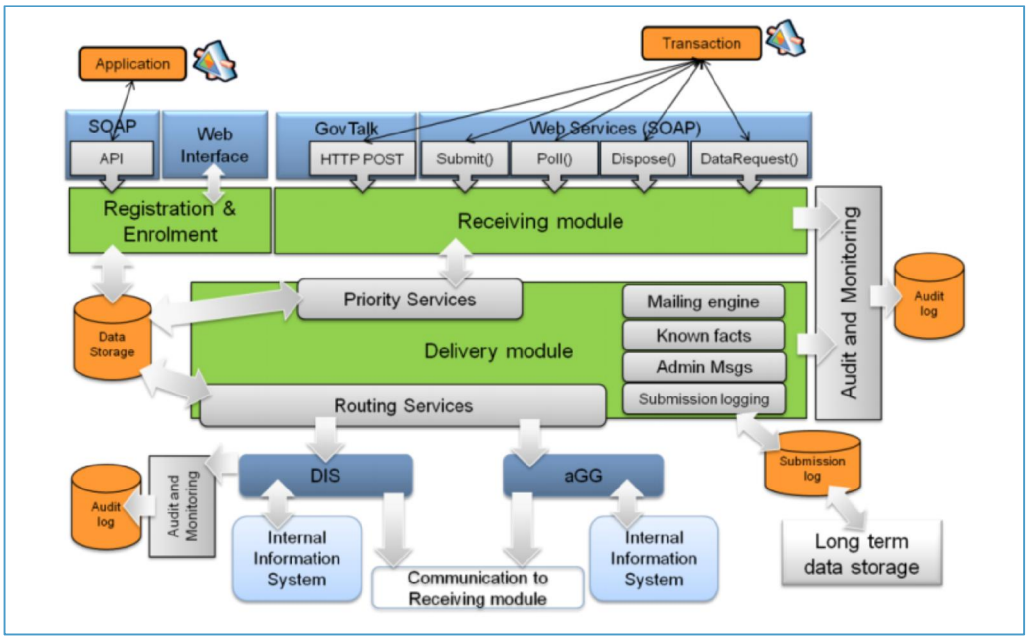

Figure 1. Government Gateway main modules

Main functionalities are based on "workflow engine" build in Microsoft BizTalk 2010 and all its functionalities are developed on Microsoft BizTalk Server. The protocol used for data exchange is GovTalk and the data exchange happens in synchronous and asynchronous ways.

Remote adapters
Government Gateway communicates with back-end systems through a mechanism called remote adapters. There are two ways to implement the 'remote adapters': 1) through Department Integration Server (DIS); 2) to develop the adapters for Government Gateway (aGG). The aGG should be developed based on specifications and communication protocols of the GG and it can be implemented in any technology. Because aGG is more complicated and requires more programing efforts, it is decided to use it when the back end systems are not SOA (Service Oriented Architecture).

There are more than 30 State databases connected to the Interoperability platform.

E-Albania Portal

E-Albania is a unique government portal that offers public services for citizens, businesses and government. The portal is built using .NET technology in an IIS server and MSSQL database. Authentication and identification process is based on "Single-Sign-On" strategy, to create a unique identity for each user: for citizen is used NID and for businesses is used NUIS.

There are four authentication ways in the portal: identification of government users, identification of citizens via the ID card, identification of government users via certificate and identification of citizens/businesses via password. The authentication method that uses FPSTS (Federation Provider Secure Token Service) and IPSTS (Identity Provider Secure Token Service), solutions are implemented in the portal, besides the authentication of the public sector's employees with Active Directory and electronic certificates. Lately, the eAleat platform has also been implemented in the portal. This platform enables the citizen's authentication via the ID card.The source code of the e-Albania portal is owned by the National Agency for Information Society.

The portal is connected to the Government Interoperability Platform (Government Gateway), an Enterprise Service Bus solution based on Microsoft technology, which uses BizTalk Server and is connected to all the institutions that serve as service providers. Through enabling the interoperability of all state systems/databases and offering a unique interface in a single platform, the portal provides electronic services in real time.

The main components of e-Albania portal are:

a) Government Gateway
b) Payment gateway
c) service providers
d) frontend of the portal and
e) the backend of the portal.

While the Government Gateway is the hub that connects all the actors, the portal is a single window that makes the services accessible by users.

The services in the e-Albania portal are organized into four levels of sophistication, provided by central public administration institutions, independent and dependent ones. Services of level 1 and 2 consist in informing citizens about all the procedure steps required to receive a particular service, the necessary documentation, respective costs if applicable, working hours, contacts (the institution address, phone no or e-mail), downloadable forms if applicable as well as the button that leads to the website of the corresponding institution. Services of level 3 and 4 comprise the most important part of the portal, as they create an opportunity for citizens and businesses to obtain the requested service without spending time in administration offices and avoiding therefore the unnecessary bureaucracy.

In the e-Albania unique government portal there are also e-services that include a payment, a process made through the Government Payment Gateway. In the portal, the initialization of online payments is accomplished through the Payment Gateway, which transfers the online payment to second level banks via the Payment Gateway.

ANNEX 3:Institutions and number of serviceson ISDA scope

The table presents the institutions and the number of services that will be delivered in the Integrated Front Office.

No	Ministry	Institutions	No of Services offered by the Institutions	Number of Services to be delivered in the Integrated Front Office
1	Ministry of Economy	National Licensing Centre (QKL)	112	112
2	Ministry of Economy	National Registration Center (QKR)	26	26
3	Ministry of Education and Sports	Ministry of Education and Sports	11	11
4	Ministry of Education and Sports	National Examination Center (AKP)	5	5
5	Ministry of Finance	General Directorate of Tax (DPT)	32	5
6	Ministry of Health	Compulsory Health Insurance Fund (FSDKSH)	4	1
7	Ministry of Justice	Property Restitution and Compensation Agency (AKKP)	6	6
8	Ministry of Justice	Immovable Properties Registration Office (ZRPP)	51	51
9	Ministry of Justice	General Directorate of Prisons (DPBSH)	2	2
10	Ministry of Justice	General Directorate of Bailiff (DPP)	4	2
11	Ministry of Social Welfare and Youth	National Employment Service (SHKP)	14	5
12	Ministry of Social Welfare and Youth	Social Insurance Institute (ISSH)	66	66
13	Ministry of Transport and Infrastructure	General Maritime Directorate (DPD)	17	17
14	Ministry of Transport and Infrastructure	General Directorate of Road Transport Service (DPSHTRR)	59	46
15	Ministry of the Interior	General Directorate of Civil Status (DPGJC)	15	15
16	Ministry of the Interior	General Directorate of State Police (DPPSH)	34	6
17	Ministry of Urban Planning	Central Technical Archive of Construction (AQTN)	5	5
18	Ministry of Urban Planning	Agency of legalization of information Construction (ALUIZNI)	4	4
19	Ministry of Urban Planning	National Territorial Planning Agency	7	2
	TOTAL	**19 Institutions**	**474**	**387**

ANNEX 4:Related links

The following links might provide further information:

www.akshi.gov.al
www.e-albania.al
www.inovacioni.gov.al
www.adisa.gov.al
www.akce.gov.al
http://www.cirt.gov.al/