

Procurement Notice

Assignment name:

Expert to strengthen the managerial accountability in general government units in Albania and raise awareness on the delegation of managerial tasks – In country support for Albania

Reference Number: #19100

Section 1. Introductory Information

1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo*¹ is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2018. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2021.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government

¹ * This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

ReSPA is implementing its activities through the Secretariat which is consisting of 15 staff members from the Western Balkan region. The Secretariat is located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage one expert to provide support in the area of *PAR and PFM, more specifically, managerial accountability*.

1.3 Expected deliverables of the assignment are: as per Terms of Reference.

1.4 Tentative timeframe: the assignment is expected to be performed during period May – September 2021

1.5 NOTE: Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with ReSPA. In such case the applicant shall notify ReSPA in the application which institution is his/her employer.

Section 2. Preparation of CVs and supporting documentation

2.1 Language of application:

The CVs and supporting documentation shall be prepared in English.

2.2 The CVs should provide information on the qualifications and competencies of the applicant, her/his general track record and previous specific experience in similar assignments, as required by the Terms of Reference. The applicants should particularly state in their CVs:

- Length of general and specific professional experience, in line with ToR;
- Professional experience in the role of expert / lecturer / researcher.

2.3 The required qualifications, experience and skills: as per Terms of Reference

Section 3. Submission of CVs and supporting documentation

3.1 The interested candidates are invited to submit a proposal consisting of the following documentation:

- **Proposal/Methodology:** explaining their experience related to the analysis subject and how they intend to respond to the assignment;
- **Personal CV** including past experience in similar activities and particularly issues referred to under point 2.2 of this Procurement Notice;
- **At least three contacts for references** (name and position of referee, email address and phone number) which may be contacted by ReSPA. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees, if needed).

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: procurement@respaweb.eu by **30 April 2021 before midnight**. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the following reference: 19100 – Expert to strengthen the managerial accountability in Albania – In-Country Support for AL.**

Public/civil servants from ReSPA Members and Kosovo* are not eligible to apply.

Selection 4. Evaluation of offers

4.1 The offer will be evaluated against the required qualifications, experience, skills and competencies as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to submit a financial proposal (the financial proposal shall specify a total sum amount in EURO for expert's daily fee) and negotiate the contract. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail; the next ranked candidate will be invited to negotiations.

Section 5. Final Considerations

5.1 The payment will be done in two installments (details are provided in the ToR).

5.2 The following document is attached to this Procurement Notice: Terms of Reference (ToR).

5.3 ReSPA reserves the right to cancel this procurement procedure at any moment without any compensation to the applicants. The cost of preparing a proposal and of negotiating a contract, including any related travel, cannot be reimbursed by ReSPA under any circumstances nor can ReSPA be held liable for it, regardless the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact: Mr. Gentian Xhaxhiu, Programme Manager (Legal) via e-mail: g.xhaxhiu@respaweb.eu, by **26 April 2021** (midnight), at the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, at its website (www.respaweb.eu) by **28 April 2021**. Any request for clarification must be sent by standard electronic communication (e-mail) to the above e-mail address.



Terms of Reference

Request for Services

Expert to strengthen the managerial accountability in general government units in Albania and raise awareness on the delegation of managerial tasks

1. Introduction and background

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, and Serbia, while Kosovo* is a beneficiary. ReSPA's purpose is to help governments in the region to develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with Ministers, senior public servants and heads of units in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional actors such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, three EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2018. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2022.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

One of the tools that ReSPA uses to deliver its assistance is the “in country support mechanism”, which provides direct tailor-made support to each of the Countries (Members of ReSPA) based on concrete needs that have been identified by the administration of the country itself. In this

regard, the Albanian Ministry of Finance and Economy (MoFE) has submitted a request to ReSPA to assist the institution in *strengthening managerial accountability and reporting lines in different government units using the delegation procedures at public institutions by providing training and technical assistance* (the purpose of the assignment). This Terms of Reference, aim to make a thorough description of the assignment, the problem statement, profile of the required expert, tasks and responsibilities and other necessary elements in order to achieve the abovementioned purpose.

2. Problem statement and description of the assignment

In the service delivery process, the public sector must use resources in the best possible way, and this can only be achieved if funds are managed in a way that provides the best effects for limited resources, provided there is an efficient control system which will ensure compliance with the rules, including internal and national rules and procedures. Financial management and control include the concept of managerial accountability for the financial management of funds, as well as the internal control process, while internal audit, which is functionally independent and has a decentralized function, is responsible for evaluating the effectiveness of internal controls. General Harmonization Directorate of Public Internal Financial Control (PIFC) within the Ministry of Finance and Economy (MoFE) has been established in order to coordinate financial management and internal control and audit for budget users at central and local level. Its mission is to provide an appropriate working methodology, guidelines and rules for public internal financial management, and internal control and audit. According to legal specifications, the heads of public entities are responsible for setting and meeting the goals and objectives of public entities, through the establishment of an appropriate system of internal control, as well as the use of public funds, legally, with economy, effectiveness and efficiency. Failure to meet this criterion leads to improper implementation of the requirements of the law on financial management and control.

Based on the analysis performed annually by the General Harmonization Directorate on PIFC, for 2019, it turns out that most institutions still do not implement elements of managerial accountability related *mainly to the lack of accurate delegation procedures according to the requirements of Law no. 10296, dated 08.07.2010, "On Financial Management and Control", as amended*. The main reasons for non-implementation of delegation procedures (stated in article 15 of FMC law) mainly consist of the ***lack of necessary information/knowledge in this area and the lack of trust of managers to exercise this right***.

The vision of the Albanian Government through the MoFE is to strengthen the managerial accountability where managers at all levels are responsible for the decisions and actions taken to meet the objectives of the organization they manage. The managers are also responsible for the establishment of all necessary preconditions, especially for efficient and effective functioning of the financial management and control system, to ensure lawful, purposeful and expedient use of funds.

In this regard, the expert to be engaged in this assignment shall assist and enable the selected general government units (central and local) in Albania and enhance their awareness to use the instrument of decentralization of authorities and responsibilities through the delegation of tasks in

line with Article 15 of FMC law for implementation of managerial accountability. As the delegation process is not fully implemented in public sector units due to the lack of the necessary information in this area and the lack of trust of managers to exercise this right, this assignment will aim to increase the awareness of high-level management on the benefits of the delegation procedure as well as analysis of risks and reporting during this process².

In order to implement an effective system of managerial accountability through defined reporting lines and clear delegation procedures, the best methods for carrying out the assignment are training and on-site assistance to public units in which the evaluation for the quality of internal control system will be performed by the structure responsible for the harmonization of financial management and control. In this way, it will be possible to assess the state of the internal control system, identify the shortcomings of this system and provide support for the further development of certain elements related to managerial accountability.

Indicatively, the targeted institutions shall be the following:

- Ministry of Justice;
- Municipality of Kruja;
- Albanian School of Public Administration (ASPA);
- Ombudsman (People's Advocate of Albania).

The selected institutions represent different realities and this will serve to better understand and diversify the implementation of the action in different typology of public institutions.

3. Tasks and responsibilities

The expert shall perform the following tasks and has the following responsibilities:

- 1) **Acquaintance with the Albanian legal basis** on financial management and control as well as preparation of training curricula (PPT) – 4 working days;
- 2) **Training of the relevant staff of the targeted institutions** on the importance of the use of the delegation instrument and how to use and understand the new instruction on the delegation of duties – 4 working days (one per each targeted institution);
- 3) **Training of Trainers** for a small group of civil servants, including FMC staff as well as managers part of the structure of finance and human resources of some selected general government units – 3 working days;
- 4) **Assisting selected institutions (hands-on-support)** on using the instruction of delegation of duties and the reporting line in accordance with delegated authorization – 8 working days (two per each targeted institution);
- 5) **Drafting a report with necessary recommendations** for improving the methodology/procedures for providing technical assistance to public sector units 1 working day;

² In the context of improving the functioning of the financial management and control system in all its constituent parts, pursuant to the law on financial management and control, MoFE has approved the instruction on delegation of tasks at the general government units (Instruction of the Minister of Finance and Economy, no. 4, dated 29.01.2020) <http://financa.gov.al/wp-content/uploads/2020/01/Udhezimi-nr.4-date-29.01.2020-Per-delegimin-e-te-drejtave-dhe-detyrave-ne-njesite-e-qeverisjes-se-pergjithshme.pdf>.

- 6) **Reporting to ReSPA:** preparation of the input for the report for ReSPA with recommendations for future regional activities – 1 working day.

By performing these activities, it will be possible to raise the awareness of managers through the provision of technical assistance which will enable the dissemination of information to all structures involved in the implementation of the internal control system and will strengthen the system of managerial accountability, through the combination of the process of identifying and monitoring the risks of public entities with the process of delegation of competencies.

The expert shall closely cooperate with the responsible officials of the Ministry of Finance and Economy of Albania during the implementation of the assignment. MoFE will provide the expert with all necessary information and logistic support. The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

4. Necessary Qualifications

The expert shall possess the following profile:

Qualifications:

- At least MSc / MBA degree in Public Management and Administration, Economics, Finance, Law and related fields. PhD shall be considered an asset.

General professional experience:

- At least 7 (seven) years of experience working in/with public administration and/or related matters.

Specific professional experience:

- At least 5 years of experience in positions and/or assignments related to financial management and control instruments;
- Experience in providing trainings, workshops, conferences and/or experience in preparation of Guidelines, methodologies, policy papers, analysis;
- Familiarity with the Albanian legal framework, especially related to Financial Management and Control.

Skills:

- Ability to work in team;
- Training and moderation skills;
- Excellent written and oral communication skills in English and Albanian;
- Ability to write clear and coherent guidance documents;
- Ability to prepare and deliver well-structures Power point presentations;
- Ability to work with people of different nationalities, religions and cultural backgrounds.

Note: The expert shall not be a civil/public servant in the moment he/she applies.

5. Timing and Location

The assignment foresees work from home and on the site. Meetings/training in person should be delivered in small groups respecting all restriction measures imposed by Covid-19 pandemic. The assignment will be performed, tentatively, from May to September 2021.

6. Remunerations

The assignment foresees up to **21 (twenty-one) working days** for the expert and shall be (tentatively) organised in two phases:

No.	Activity	Maximum No. of working days
PHASE 1		
1	Acquaintance with the Albanian legal basis on financial management and control as well as preparation of training curricula (PPT)	4
2	Training of the relevant staff of the targeted institutions	4
3	Training of Trainers	3
PHASE 2		
4	Assisting selected institutions (hands-on-support)	8
5	Drafting a report with necessary recommendations for improving the methodology/procedures for providing technical assistance to public sector units	1
6	Reporting to ReSPA	1
	TOTAL:	21

The payment will be done in two instalments upon completion each of the phase of the assignment. The final products will be subject to approval from ReSPA before the execution of the payment.

Note: No other costs will be covered apart from the expert cost per day.

7. Reporting and Final Documentation

The regional expert will be requested to deliver the following documents before the payment is conducted:

Outputs

- One PPT presentation for the staff of the targeted institutions;
- One PPT presentation for the Training of Trainers;
- One report on how the selected institutions have been supported (hands-on-support);

- One report with necessary recommendations for improving the methodology/procedures for providing technical assistance to public sector units;
- One final report to ReSPA which describes the performance of the assignment with recommendations;

Documents required for payment

- Invoice (original and signed);
- Timesheets (original and signed);
- Report on the performance of the assignment with recommendations.