

Procurement Notice

Assignment name:

Expert for support Department of Public Administration in the implementation of Action-Plan for restructuring of Public Administration in Albania

Reference Number:

17070/AL- Expert for support Department of Public Administration in the implementation of Action-Plan for restructuring of Public Administration in Albania

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 them for membership in the European Union (EU). The European Commission (EC) provides directly managed funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process.

The new EC grant supports the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of PAR and EU integration and strengthening administrative capacities in the beneficiaries. This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016- 2017:

- (1) European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
- (2) Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
- (3) Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

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 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

1.2 ReSPA now seeks to engage one expert to support Department of Public Administration in the implementation of Action-Plan for restructuring of Public Administration in Albania

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 10 September 2018 – 10 November 2018.

1.5 NOTE: Any individual employed by a company 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.

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: 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).

3.2 The required documentation should be provided in electronic format by e-mail to the following address: procurement@respaweb.eu by **05 September 2018 (midnight)**. Late submissions will not be considered for evaluation. **The application should contain in the e-mail title the reference number in accordance with your area of interest:**

17070- Expert for support Department of Public Administration in the implementation of Action-Plan for restructuring of Public Administration in Albania

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

Section 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 made in one installment, following the submission and approval of the deliverables.

5.2 The following document is attached to this Procurement Notice: Terms of Reference

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. Dragan Djuric, Programme Manager via e-mail: d.djuric@respaweb.eu, by **31 August 2018** (midnight), 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 **03 September 2018**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.

Terms of Reference

Reference number: 17070/AL

Expert for support Department of Public Administration in the implementation of Action-Plan for restructuring of Public Administration in Albania

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, Macedonia, Montenegro and Serbia, while Kosovo*² 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 them for membership in the European Union (EU). Since its inception, ReSPA has contributed to the development of human resources and administrative capacities through training programmes and innovative cooperation mechanisms such as the exchange of good practices, peer reviews and development of know-how.

The European Commission (EC) provides funds for support of ReSPA activities (research, training and networking programmes) in line with the EU accession process. So far, two EC Grant Contracts (GCs) have been implemented by ReSPA during the period 2010-2015. The new EC grant will support the main objective of ReSPA work in 2016-2017: Improving regional cooperation in the field of Public Administration Reform (PAR) and EU integration and strengthening administrative capacities in the beneficiaries. This objective will be achieved through the following three pillars of ReSPA Programme of Work for 2016-2018:

1. European Integration Pillar: Increased capacity of public administration in the ReSPA Members necessary for successful conducting of the European Integration process;
2. Public Administration Reform Pillar: Facilitated and enhanced cooperation and exchange of experience in Public Administration Reform and European Integration activities in ReSPA Members;
3. Governance for Growth Pillar: Ensured effective coordination of the implementation of the Governance for Growth pillar of the SEE 2020 Strategy.

ReSPA supports institutions of its Members and beneficiaries through the In-country support mechanisms and Government of Albania asked ReSPA to provide support to Department of Public Administration (DOPA) in piloting the Action plan for restructuring of Public Administration. Namely, DOPA is the institution responsible for leading the public administration reform, managing the civil service in all central administration institutions, leading and implementing the functional and structural reform in public administration institutions, drafting and implementing the

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salary reform, as well as coordinating the reform for the innovation of public administration. In the current process of restructuring of Public Administration in Albania DOPA has the leading management role.

Therefore ReSPA developed this ToRs seeking on expert for support DOPA in piloting the restructuring action plan through the testing of different groups or types of agencies within the health and education ministerial systems.

Description of the Assignment

The new Albanian Government, established after general parliamentary elections held in June 2017, created an ambitious programme to radically transform its government institutions. The number of ministries was reduced from 19 to 11 and 2 state ministers, while a common organizational scheme was applied across all line ministries. Following the Cross-Cutting Public Administration Reform Strategy 2015-2020, with particular dedicated pillar on 'Organization and Functioning of the Public Administration', the structural reform of the line ministries defined the role of the ministries on policy setting, regulatory and provision roles, while the responsibility of policy implementation is granted to subordinate institutions and agencies. Albania was supported in the restructuring process for subordinate institutions and agencies by both SIGMA, which developed a methodology for the restructuring process of the subordinate institutions and state agencies, and UNDP, which translated SIGMA's methodology into an Action-Plan for restructuring.

The Albanian government seeks to reorganize subordinate institutions and agencies and streamline them by clarifying their typology, structures and processes. An internal analysis carried out in third quarter of 2017, revealed that there is a growing trend in the number of institutions being created in the last 20 years, without necessarily having a prior analysis as to whether an institution is needed, whether or not it overlaps with an existing one, etc. Thus, this had a direct, negative impact in the service delivery process. Moreover, the reorganization of subordinate institutions and government agencies is necessary especially in view of the deep changes occurred in the organization of the line ministries and their role and functions.

The Albanian Government's Programme 2017-2021, emphasizes the need to further increase the performance of the public administration in the up-coming four-year period. Reviewing the functions of all institutions and agencies in view of increasing their efficiency, will increase the quality of the services offered and avoid overlapping in their functions. A new distribution in the territory as a result of the inherent administrative-territorial reform and the new concept of development regions will economize both financial and human resources and significantly improve the efficiency of institutions. The implementation of this restructuring process will be carried out in five key phases: Phase 1: Inventory of subordinate institutions and government functions; Phase 2: Assess the pertinence of government functions and the appropriateness of the existing institutional structure and current assignment of government functions; Phase 3: Design reorganization; Phase 4: Implement changes; Phase 5: Evaluate outcomes and impact of the reforms.

The first two phases have already begun in the health system with the mapping of the characteristics of the existing agencies and assessment of the specific functions and areas of responsibilities of subordinate institutions in order to achieve the final objective which is the improvement of service delivery to the citizens. In this ministerial system, following these two first phases that have already been carried out, the Department of Public Administration has started conducting the third phase of the restructuring process. During this phase of designing the reorganization, the main focus is drafting institutional structures in order to improve the service delivery to the citizens and businesses and later be able to implement the suggested changes. In this regard DoPA is seeking technical support in continuing the conduction of the third phase of the restructuring process and also in piloting this organizational design within the health system.

Moreover, following these steps already taken and simultaneously with the assistance in the design of the reorganization and piloting phase in the health system, DoPA needs technical support in carrying out the first two phases of the restructuring process in the education system following the example of the health system. The aim is to identify the existing agencies and subordinate institutions in the education system and their characteristics, by also mapping their functions and institutional responsibilities. Moreover, DoPA seeks support in assessing the existing institutional and organizational structure in this relevant ministerial system and also in assessing the quality of service delivery.

Based on all of that, ReSPA seeks one expert who will provide support to DOPA in the implementation of Action plan for restructuring of PA under SIGMA/UNDP methodology related to subordinate institutions and agencies. More specifically, the concrete tasks of the expert include:

- Analyzing the two main documents on which the technical assistance will be carried out. These documents are: The SIGMA Methodology (as the bases for the implementation of the restructuring reform for subordinate institutions and agencies), and the final report prepared by the UNDP on Agency & Subordinate Institution Restructuring (as the grounds on which the activities for the reorganization of the government agencies has been built/ Action plan for the restructuring of the subordinate institutions and state agencies) (four days);
- Setting up a concrete plan of actions in view of reaching the expected results of the technical assistance. Presenting the approach to the DOPA and political representatives of the government (two days);
- Assist DoPA in preparing a guideline on fulfilling its role and responsibilities that derive from being the Lead of the Central Working Group and coordinating the Technical Groups in the ministerial systems (four days);
- Meeting/workshops with representatives from the health ministerial system on the new functional organization model (one day);
- Meeting/workshops with representatives from the education ministerial system on the reforming needs, shortcomings, deficiencies and challenges regarding the functionality and efficiency of ministry apparatus and new functional organizationa models(central

ministry structure) vs. ministry system with their subordinate institutions and agencies (two days);

- Drafting the proposal document for the functional organization of the health ministerial system(s) that include: Overall context of reform, evaluation of existing situation from the systemic perspective and evaluation of the need for organizational/structural changes; ministry governing system model, design of functional organization model, analysis of proposal feasibility (technical, legal, financial) and preparation of execution plan the implementation of the new organizational structure, identifying as well all the functions and structures to be reorganized as subordinate managerial or operational institutions / agencies under SIGMA/UNDP methodology (six days of work);
- Identifying/inventorying the existing Agencies and subordinate institutions within the education system, by mapping their characteristics and functions (three days);
- Assessment of the situation of the Agencies and Subordinate Institutions within the education system by also assessing the institutional and organizational structure and service delivery (three days);
- Collect the comments and suggestions for health and educations systems and prepare final proposal on functionals organization of systems (four days);
- Assist DoPA in Designing internal functional organization template for different institutional typologies (three days);
- Coaching session for DOPA (one day);
- Prepare a report on the action outlining recommendations for the future (one day).

Concrete timing of activities will be precisely defined in close cooperation with DOPA. Total number of engaged expert days for this task is 34.

Tasks and Responsibilities

The assignment of Expert will include the following:

- Assist the Department of Public Administration in undertaking and fulfilling its role and responsibilities that derive from being key part of the structures set up for conducting this restructuring process.
- Assist DoPA in reviewing and drafting the institutional structures of subordinate institutions and agencies in the health system and piloting the new designed reorganization model, by also implementing SIGMA/UNDP methodology.
- Support DoPA in carrying out the inventory and assessment phase in the education system following the example of the health system.
- Pursuant to the approved action-plan, clarify and define the typology, structures and processes on the reorganization of subordinate institutions and agencies in the health and education systems.

- Provide technical know-how and assistance to the Department of Public Administration, to develop and increase its capacities in order for DoPA to continue in fulfilling its tasks in the following steps of the restructuring process.

Necessary Qualifications

Expert should demonstrate the following qualifications:

- University degree in Social science, Law, Economy or similar field;
- Experience in undertaking similar assignments during the last years;
- Experience of working with reform-oriented issues in Albania, particularly public sector and system of governance in Albania, institutional reforms preferably with Ministries and their subordinate institutions;
- Competence in public administration and experience of working within and with the government administration in Albania;
- Experience in supporting the implementation of action plans, while facilitating stakeholder engagement;
- Proficiency in Albanian and in English languages.

Timing and Location

The assignment is envisaged to be in Tirana, Albania. The timeframe for delivery is from 17 September until 20 November 2018.

Remunerations

The assignment foresees engagement of 34 man days. The exact expert fee rate will be evaluated based on assessed and evaluated expert capacities, in line with ReSPA expert selection procedure adopted by the ReSPA Governing Board. The payment of experts work will be made in one instalment, following the submission of their final report with annexes.

Note: No additional costs will be paid.

Reporting and Final Documentation

The Expert will be requested to deliver the following documents:

- *Final report*, which will include conclusions and follow-up activities, should be submitted in English, *word and pdf format*, no later than 22 November 2018
- *Timesheets* (signed originals)
- *Boarding Passes and*
- *Invoice, including round trip flight reimbursement* (signed originals).