

## Employment and Social Affairs Platform 2 – ESAP 2

### Open Call for Consultancy Services

<b>Terms of Reference:</b>	Training and capacity building of the Albanian National Agency for Employment and Skills for improving its organisational performance
<b>Contracting Authority:</b>	Regional Cooperation Council Secretariat
<b>Reporting to:</b>	RCC Secretariat
<b>Duration:</b>	27 November 2020 – 31 December 2020
<b>Number of Posts:</b>	1 individual consultant
<b>Application Deadline:</b>	25 November 2020
<b>Reference Number:</b>	<b>097-020</b>

### Background and Context

Recent years brought some positive developments to Albania's labour market. Economic growth began to pick up and employment increased; at the same time, more jobs and workers moved out of agriculture and into sectors with higher productivity. The employment rate increased from 50 percent in 2013 to 61.4 percent in 2019 (second quarter), low by European standards but the highest in the Western Balkans. The increment in the employment rate reflected growth in labour force participation.

The role of Albania's National Agency for Employment and Skills (NAES) is to assist jobseekers in job search and increase their employability or capacity for entrepreneurship, through skills training and other active labour market programmes (ALMPs). The services offered by the NAES include registration of jobseekers, job intermediation, counselling services and guidance for jobseekers, preparation of and checking eligibility documents for unemployment benefits, vocational training, and employment promotion.

A core part of Albania's current reform programme is to strengthen the capacity of public institutions to provide effective public services, including modern performance management of the NAES.

Effective public service is a continuous process that focuses not only on the definition of service goals and performance objectives, but also on planning, defining performance indicators and development of service monitoring for both the system and the staff. Such model is being implemented in all employment offices (EO), and, in April 2018, an integrated system of monitoring (*Performance Card*) was developed based on specific objectives of each EO, as well as performance indicators to measure progress and efficiency of their implementation - targets were set per each EO. The Performance Card contains quantitative indicators based on achievement of employment objectives. A score system was assigned to each indicator; the combination of them all provides the performance of a given EO.

ESAP 2 has supported NAES to strengthen its strategic planning and workflow management through establishing processes and instruments that increase the effectiveness of the internal administrative processes. In this regard, work process maps involving all departments of the Agency have been developed and a risk register as well as an audit trail were created.

## **Objective**

ESAP 2 is seeking a consultant to support NAES with training for the whole strategic planning and workflow management package, which includes the planning process, work process map, audit trial and risk register. The consultant will support NAES for the entire planning process for 2021 and assist each department in creating its business processes' activities.

## **Scope of the Assignment/Main activities**

Under the supervision of NAES Department of Strategic Planning, the Consultant is expected to conduct the following duties:

- Assisting and training the specific department which will manage and draft the whole package which includes the planning process, work process map, audit trial and risk register for 2021;
- Preparation of the necessary information to train the employees on drafting the business process map and audit trial and risk register;
- Coaching the planning process for 2021.

## **Reports and Schedule of Deliverables**

The Consultant is expected to submit:

- Inception report on the methodology and the work plan for the assignment;
- A draft final report including the whole package of deliverables;

- A final report containing the following sections: Project Summary; Introduction; Objectives Statement; Methods and Resources; Project Results (quantitative and qualitative results), Conclusions and Discussion (findings, project usefulness, challenges and limitations, future work directions, lessons learned); References.

All reports must be submitted in Albanian and English language in hard and electronic copy.

## Lines of Communication

The consultant will submit all reports and timesheets to the ESAP 2 Project Team Leader and RCC for review and approval of deliverables and to the NAES Head of Strategic Planning Department.

## Timeframe

The service contract will be concluded for a period from 27 November 2020 to 31 December 2020.

## Profile and Competencies of the Tenderer

The consultant should have excellent knowledge and experience in public administration reform, reorganisation/restructuring of public institutions and in setting up efficient and effective business management processes. In addition, the consultant should be experienced in drafting high quality reports.

### *Criteria related to the expert delivering the service:*

<b>Education:</b>	<ul style="list-style-type: none"> <li>• Masters' degree (or equivalent) in a relevant field (such as Social Policy) or in a general field (Law, Management, Economics, Social Sciences)</li> </ul>
<b>Experience:</b>	<p>Qualifications and Skills Required:</p> <ul style="list-style-type: none"> <li>• At least 10 years of relevant work experience;</li> <li>• Proven solid experience in providing consultancy services in strategic and organisational management for public administration institutions;</li> <li>• Excellent track record of training provision in areas related to the scope of this assignment;</li> <li>• Previous experience in public employment services reform would be an asset;</li> <li>• Knowledge of Law No. 10296, on Financial Management and</li> </ul>

	<p>Control of 8 July 2010 and its application, (<a href="http://infrastruktura.gov.al/wp-content/uploads/2017/10/Ligj_10296_8.7.2010.pdf">http://infrastruktura.gov.al/wp-content/uploads/2017/10/Ligj_10296_8.7.2010.pdf</a>);</p> <ul style="list-style-type: none"> <li>• Knowledge of the legislative framework on public administration in Albania.</li> </ul>
<b>Language requirements:</b>	<ul style="list-style-type: none"> <li>▪ Fluency in English, as the official language of the RCC</li> <li>▪ Knowledge of Albanian is desirable</li> </ul>

### *Core Values*

- Demonstrates integrity and fairness by modelling RCC values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### *Core Competencies*

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Planning & Organising: Develops clear goals in line with agreed strategies, identifies priorities, foresees risks and makes allowances accordingly;
- Results-orientation: Plans and produces quality results to meet established goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with partners and stakeholders and pro-activeness in identifying the needs of beneficiaries and partners, as well as matching them to appropriate solutions;
- Judgment/Decision Making: Identifies key issues in a complex situation, proposes a course of actions or makes a recommendation based on all available information.

### **Quality Control**

The consultant should ensure an internal quality control during the implementing and reporting phase of the assignment. The quality control should ensure that the draft reports comply with the above requirements and meet adequate quality standards before sending them to stakeholders for comments. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that

findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

The views expressed in the report will be those of the expert and will not necessarily reflect those of the Regional Cooperation Council. Therefore, a standard disclaimer reflecting this will be included in the report. In this regard, the expert may or may not accept comments and/or proposals for changes received during the above consultation process. However, when comments/proposals for changes are not agreed by the expert, he/she should clearly explain the reasons for his/her final decision in a comments table.

### **Quality Control by the Regional Cooperation Council**

The consultant's outputs shall undergo external reviews by all relevant stakeholders, including the representatives of the ESAP Project Team, and the Regional Cooperation Council.

### **Application Rules**

- Qualified candidates are invited to send an application via e-mail to [ProcurementforRCC@rcc.int](mailto:ProcurementforRCC@rcc.int) no later than 25 November 2020 by 12.00 Central European Time;
- The assignment will be awarded to the highest qualified applicant based on the skills, expertise, and the quality of the concept note and the cost-effectiveness of the financial offer;
- The best value for money is established by weighing technical quality against price on a 80/20 basis;
- Only shortlisted candidates will be contacted for a competency-based interview.

The application needs to contain the following:

- Technical Offer;
- Financial Offer

Technical Offer:

- Letter of interest;
- CV including relevant knowledge and experience, as well as reference list including contact details (e-mail addresses) of referees;
- Concept note outlining the proposal of the methodology, timeline and the research and analytical tools to be used in carrying out the assignment;
- Application Submission Form, Annex I;

Financial Offer:

The financial offer should reflect the following:

- All figures should be expressed in EUR;

When preparing the financial offer, the bidder should take into account the following:

- Use a free format for the Budget providing the Global Price for the work to be provided.
- The fee rates should be broadly consistent with those applicable in the region.

### Evaluation and Selection

The application is evaluated on the basis of the profile and competencies of the candidate and the responsiveness to the Terms of Reference (ToR).

1. Profile and Competencies
2. Brief Concept Note
3. Financial evaluation

The best value for money is established by weighing technical quality against price on a 80/20 basis.

### Technical Evaluation

<b>Evaluation grid</b>	<b>Maximum score</b>
Profile and Competencies	
- Education	<b>10</b>
- Qualifications and Skills Required	<b>50</b>
Brief Concept Note	<b>30</b>
Language skills	<b>10</b>
<b>TOTAL SCORE</b>	<b>100</b>

In addition to the results of the application, a competency-based interview will be held with the selected candidates.

## Financial Evaluation

<b>Financial Proposal/ cheapest price has maximum score</b>	<b>100</b>
---	------------

### **Information on selection of the most favourable bidder**

The RCC Secretariat shall inform candidates and bidders of decisions reached concerning the award of the contract as soon as possible, including the grounds for any decision not to award a contract for which there has been competitive tendering or to recommence the procedure. Standard letter of thanks for participation to unsuccessful bidders shall be sent within 15 days after the contract is signed with the awarded bidder. The candidates and bidders wishing to receive a feedback may send a request within 15 days after receipt of the standard letter of thanks.

The request may be sent to the e-mail address [ProcurementforRcc@rcc.int](mailto:ProcurementforRcc@rcc.int) or to the address of the RCC Secretariat:

Regional Cooperation Council Secretariat  
Attention to: Administration Department  
Building of the Friendship between Greece and Bosnia and Herzegovina  
Trg Bosne i Hercegovine 1/V  
71000 Sarajevo  
Bosnia and Herzegovina

### **Appeals procedure**

Bidders believing that they have been harmed by an error or irregularity during the award process may petition the RCC Secretariat directly. The RCC Secretariat must reply within 15 days of receipt of the complaint.

The appeal request may be sent to the e-mail address [ProcurementforRcc@rcc.int](mailto:ProcurementforRcc@rcc.int) or to the address of the RCC Secretariat:

Regional Cooperation Council Secretariat  
Attention to: Administration Department  
Building of the Friendship between Greece and Bosnia and Herzegovina  
Trg Bosne i Hercegovine 1/V  
71000 Sarajevo  
Bosnia and Herzegovina

**ANNEX I:****APPLICATION SUBMISSION FORM****REF: 097-020****Title:** Training and capacity building of the Albanian National Agency for Employment and Skills for improving its organisational performance**One signed copy** of this Call for Consultancy Submission Form must be supplied.

1 SUBMITTED by:

Name	
Surname	
Address	
Telephone	
Fax	
e-mail	

3 **DECLARATION**

[Name ] \_\_\_\_\_ hereby declares that we have examined and accepted without reserve or restriction the entire contents of the Call for Consultancy 097-020

And we are not in one of the following situations:

- (a) Bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (b) Have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;

- (c) Have been guilty of grave professional misconduct proven by any means which the Contracting Authority can justify;
- (d) Have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the Contracting Authority or those of the country where the contract is to be performed;
- (e) Have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity.
- (f) Are civil servants or other agents of the public administration of the RCC Participants, regardless of the administrative situation, excluding us from being recruited as experts in contracts financed by the RCC Secretariat.

We offer to provide the services requested in the call for experts on the basis of supplied documentation subject of this call, which comprise our technical offer and our financial offer.

Name and Surname of the Consultant	
Signature	
Date	