



Terms of Reference

**for the Operational and Workflow Analysis
of the Center for Education Services**

Tirana on June 29th 2025



Table of Contents

1. Background and Rationale.....	3
2. Objectives of the Assignment.....	3
Primary Objective.....	3
Specific Objectives	3
3. Scope of Work.....	4
Institutional Assessment and Gap Identification	4
4. Deliverables	6
5. Duration and Timeline	7
6. Management and Reporting Arrangements	7
7. Confidentiality and Data Protection	7
8. Language requirements	8
9. Qualification Criteria for the Consulting Team.....	8
10. Staff Composition and Roles	8
11. Submission Requirements.....	9



1. Background and Rationale

The Albanian-American Development Foundation (AADF) is a not-for-profit organization founded in 2009, with support from USAID and the U.S. government. It aims to create opportunities and empower communities by investing in education and leadership, entrepreneurship, cultural heritage, and eco-tourism. Under its education program is supporting the Ministry of Education and Sports, and CES in its endeavors to provide better services.

The Center for Education Services (CES) is a national institution with a vital mandate to administer and oversee a wide range of educational services in Albania. These include national and international assessments, professional licensing exams, and diploma recognition services. With growing demands for accountability, transparency, digitization, and regulatory compliance, there is a pressing need to assess the current operational status of CES, identify gaps and inefficiencies, and propose concrete strategies for improvement.

This Terms of Reference (ToR) outlines the scope, objectives and expected deliverables for a comprehensive institutional and operational assessment of CES. The ultimate goal is to enable CES to perform its duties more efficiently, with modern tools and approaches, aligned with national legal frameworks, international best practices, and globally recognized standards.

2. Objectives of the Assignment

Primary Objective

To conduct a comprehensive analysis of CES operations and services in order to identify operational, regulatory, structural, technological, and human resource gaps and needs for improvement and optimization, and to recommend practical solutions and plans for institutional enhancement and reform.

Specific Objectives

- Assess current operational workflows, staffing structures, and tools used across CES services, with offices located in Tirana.
- Map and document services processes, from end-to-end, including critical stakeholders, tools, staff engagement and dependencies, timing required.
- Evaluate the adequacy and relevance of the legal and regulatory frameworks governing CES operations.
- Identify bottlenecks, inefficiencies, overlaps, and risks in both organizational and technical functions.
- Propose a roadmap for reform including optimization of processes and resources including human resources, adoption of new technology, regulatory updates, and capacity building interventions.



3. Scope of Work

Institutional Assessment and Gap Identification

3.1 Screening and Analysis of Existing Operations and Services

The consultant should conduct a detailed review across all CES directorates and sectors (see also <https://qsha.gov.qa>) This review will focus on operational processes, service delivery modalities, staff involvement, technology usage, tools/software, KPIs “including performance statistics for each process step of unit”, as well as internal coordination within the institution and between CES and others. Key services offered by CES include:

- National Assessments: Elementary and Middle School Exams (PKAB), State Matura
- International Assessments: PISA, PIRLS, TIMSS
- Academic Olympiads
- Examination of Regulated and Licensed Professions (including Teachers’ Portal)
- Digital Admission Exams for Matura and other candidates
- Legalization and Recognition of Diplomas
- Student Matriculation and Equipment of Universities with Registers

Key Activities:

- Document the full range of activities and responsibilities currently undertaken by CES, including volume of work handled per activity and per team member and time needed for these processes.
- Identify processes managed by staff inside and outside (to be distinguished separately) their official sector or directorate assignments.
- Assess internal collaboration and coordination mechanisms and how they are conducted.
- Review CES’s engagement with external institutions such as AKSHI for IT services.

3.2 Mapping and Diagramming of Service Workflows

The consultant will analyze each service in detail, conduct a process mapping to visually represent:

- Inputs and outputs at each step
- Stakeholder roles and touchpoints
- Systems and infrastructure used
- Timing, sequencing, and dependencies
- Volume of work for each step and staff assigned to each role;



Special focus will be placed on:

- State Matura test development under KOEPS lockdown conditions
- International assessment protocols and reporting
- Legalization and diploma recognition via the SMIAL system and /or any other system used;
- Digitalized exam administration platforms (E-Matura, SMIP)
- Other as per section 3.1

3.3 Legal and Regulatory Framework Analysis

The consultant will conduct a comparative assessment between current CES procedures, applicable national legislation, as well as CES's internal regulations.

Key Tasks:

- Identify any legal non-compliance, outdated procedures, or gaps in legal guidance.
- Evaluate how existing regulations cover CES's services and ensure compliance.
- Assess alignment with international accreditation and recognition practices.

3.4 Data Collection and Statistical Analysis

A fact-based approach will be applied to document the volume and complexity of CES's work.

Key Data Points to Collect:

- Number of staffs involved in each process and their roles/responsibilities
- Volume of work and time needed as per each task identified and processed as per section 3.2
- Identification of peak periods and cyclical workload fluctuations as supported by collected data
- Inventory of tools, IT systems, and technical equipment currently in use and an analysis of each (how each tool/system/equipment operates to achieve the expected outcome and an estimation of their expected useful life)
- Physical Assets (Spaces, control systems, equipment & furniture, etc.)

3.5 Bottleneck and Risk Identification

Based on the above analyses, the consultant will conduct a focused bottleneck and risk assessment and report, identifying:

- Points of delay in service workflows
- Areas of under or over utilization of staff and tools



- Redundant or duplicative tasks
- Risks related to compliance, service quality, or data security
- Unregulated or poorly governed processes resulting in compliance risk, delays, etc.

4. Deliverables

4.1. Inception Report

- Workplan with timeline, methodology, and tools for data collection and stakeholder engagement.
- Detailed outline of the assessment framework and approach to be used.
- Identification of required documentation and preliminary stakeholder mapping.

4.2. Institutional Operations Assessment Report

- Comprehensive documentation of current CES services and operational workflows across all directorates.
- Inventory of activities and volume handled per team member per service area.
- Identification of tasks managed outside official sector or directorate assignments.
- Mapping of staff roles and cross-functional involvements.
- Description and analysis of internal collaboration and coordination mechanisms.
- Identified Bottlenecks and Risks.
- Recommendations

4.3. Process Mapping and Workflow Report

- End-to-end process scheme and description for each CES service, including:
 - Inputs and outputs
 - Roles and responsibilities
 - Stakeholder interactions
 - Tools, systems, and infrastructure used
 - Workload volume, sequencing, and timing
- Visual Representation of all the above
- Identified Bottlenecks and Risks
- Recommendations

4.4. Legal and Regulatory Framework Analysis

- Comparative analysis report of current CES procedures vs. national legal frameworks. Identification of:



- Legal and regulatory gaps or non-compliance
 - Areas lacking regulatory clarity
 - Data protection and digital services compliance
 - Alignment with international standards and practices, with reference to the most widely recognized international standards
- Identified Legal/Regulatory Gaps and Risks
 - Recommendations

4.5. Data Analysis Report

- Quantitative analysis of:
 - Staffing levels per process
 - Processed volumes of assessments
 - Peak activity periods and workload fluctuations
- Technical inventory analysis:
 - Evaluation of IT systems and tools, including their current usage, functionality, and effectiveness
 - Physical assets (equipment, space, infrastructure)

5. Duration and Timeline

The expected duration of the assignment is 4 to 6 months, from contract commencement. Key milestones and timelines will be detailed in the Inception Report.

6. Management and Reporting Arrangements

The assignment will be managed under the oversight of Project Manager at AADF and CES General Director. Progress will be monitored through bi-weekly meetings and milestone-based reporting. All outputs will be subject to CES approval.

7. Confidentiality and Data Protection

The consultant team is required to maintain strict confidentiality of all CES-related information obtained during the course of the assignment. All deliverables shall be the property of CES and AADF and must comply with national data protection laws and institutional protocols.



8. Language requirements

All reports and deliverables under this assignment shall be prepared in Albanian. Upon finalization and formal acceptance of each report in Albanian by the contracting authority, the consultant shall be responsible for providing a complete and accurate translation into English. The English versions must maintain the integrity, structure, and terminology of the original Albanian reports.

9. Qualification Criteria for the Consulting Team

Institutional Experience

- Proven experience (minimum 5 years) in conducting institutional and operational assessments in the private and/or public sector, particularly in education, public administration, or service delivery.
- Demonstrated experience with business process mapping, workflow optimization, and performance analysis.
- Experience in digital transformation, IT systems evaluation, or e-governance assessments is a plus.

Legal and Regulatory Expertise

- Proven experience in analyzing legal and regulatory frameworks, especially in education or public sector services.
- Knowledge of Albanian legislation is required; familiarity with EU or international standards is preferred.

Research and Analytical Capacity

- Demonstrated ability to collect and analyze both quantitative and qualitative data related to institutional operations, staffing, and workload.

Team Composition

- A multidisciplinary team covering operations, legal, technology, HR, and data analysis, with a proven track record.

Past Performance and References

- Completion of at least three similar assignments in the past five years. References from government clients, private clients or donor-funded projects.

Language and Communication

- Fluency in Albanian and English among key team members.
- Ability to produce high-quality written deliverables in both languages.

The applicant must clearly demonstrate that the company and/or the proposed team meet all the above qualification requirements. Evidence may include company portfolio, CVs of key experts, project references, and other relevant documentation.

10. Staff Composition and Roles



The company may propose its own structure and team composition for the completion of the terms of reference. However, it is expected that the team includes at minimum the following roles and expertise;

Team Leader

- Advanced degree in Public Administration, Organizational Development, Business Administration, Industrial Engineering or related fields. At least 10 years of relevant experience in organizational assessments, and workflow analysis, etc. Responsible for overall coordination, methodology design, client communication, quality assurance.

Business Process Analyst (2 persons)

- Degree in Business Administration, Industrial Engineering, or related fields. At least 10 years' experience in business process modeling, service delivery mapping, and operational optimization. Leads mapping of workflows, identification of bottlenecks, and process redesign.

Legal and Regulatory Expert

- Law degree, with specialization in public/administrative law or education law is preferred. At least 5 years' experience in legislative analysis, regulatory compliance, institutional frameworks. Analyzes legal and regulatory aspects, compares CES procedures with national/international norms.

ICT and Systems Analyst

- Degree in Information Systems, Computer Science, or related fields. At least 5 years' experience assessing and evaluating digital tools, platforms, and infrastructure in public and/or institutions. It will analyze CES's current IT systems, digital platforms, and tools including SMIP, E-Matura, SMIAL, etc.

Data Analyst

- Degree in Statistics, Data Science, Economics, or related fields. Experience in quantitative analysis, data visualization, trend analysis, and workload modeling. Supports workload analysis, peak periods, and service performance metrics

The proposed team members may be permanent staff of the company or external experts contracted specifically for the purpose of this assignment.

11. Submission Requirements

The applicants must submit both a **Technical Proposal** and a **Financial Proposal**, as outlined below:

Technical Proposal

The technical proposal must demonstrate a clear understanding of the assignment and provide evidence of the firm's capacity to deliver the expected results. It should include:



a. Approach and Methodology

- A well-structured description of the contractor's proposed approach and methodology to meet or exceed the requirements set out in the Terms of Reference.
- A detailed work plan (including time needed for each task) and task schedule aligned with the scope, timeline, and deliverables described in the ToR.

b. Contractor's Capacity, Qualifications, and Expertise

- **CVs of Proposed Experts:** CVs of all team members, highlighting relevant qualifications and experience directly related to the assignment and the requirements of the ToR.
- **Company Profile:** A brief profile of the company, emphasizing relevant expertise, institutional capacity, and areas of specialization aligned with the scope of this assignment.
- **Legal registration**
- **Relevant Experience / Case Studies:**
 - Description of up to three similar assignments undertaken in the past ten years.
 - Each case study must specify:
 - Role of the company and/or proposed team member(s)
 - Contracting institution/client
 - Contract value and the share relevant to the applicant
 - Summary of services provided and relevance to this ToR.
 - Contact reference (name, position, organization, and contact details)
 - Attach a copy of the contract or relevant documentation to support each case.

Financial Proposal

- A detailed financial breakdown of the proposed cost in U.S. Dollars (USD) organized clearly per deliverable.
- The proposal must clearly distinguish the net amount and the Value Added Tax (VAT) as separate line items (when this is relevant).
- The financial offer must cover all expenses related to the execution of the assignment, including personnel, logistics, etc., and translation of reports into English.