

Tender no#: 00194	Title: Operational and Workflow Analysis of the Center for Education Services
Date: August 4 th , 2025	Location: Tirana

Specific Bidding Details

1. Particulars

1.1	Subject of The Tender	Operational and Workflow Analysis of the Center for Education Services
1.2	Project Description	<p>The Center for Education Services (CES) is a national institution responsible for managing a wide range of educational services in Albania, including national and international assessments, professional licensing exams, and diploma recognition. In response to growing demands for accountability, transparency, digitization, and regulatory compliance, this project aims to assess CES's current operations, identify gaps, and recommend strategies for improvement.</p> <p>The core objective of this project is to conduct a comprehensive analysis of CES's operations and services, identifying operational, regulatory, structural, technological, and human resource needs, and recommending actionable solutions for institutional enhancement. More specific objectives include:</p> <ul style="list-style-type: none"> • Review existing workflows, staffing structures, and digital tools. • Map end-to-end service processes, including key stakeholders, tools, and dependencies. • Evaluate the legal and regulatory framework governing CES. • Identify inefficiencies, overlaps, bottlenecks, and risks in organizational and technical areas. • Propose a reform roadmap covering process optimization, technology adoption, regulatory updates, and capacity building.
1.3	Ceiling Fund	USD 80,000 (VAT Excluded), financed in full by AADF.
1.4	HARD COPY Submission	Applications for this tender must be submitted in hard copy . The deadline for submission is 04.08.2025 , at 10:00 AM. Late submissions will not be considered.
1.5	E-mail submissions	All tender documents must also be submitted by email to tenders@aadf.org by 10:30 AM on the same date. The financial offer must be sent in a separate email with the tender number clearly stated in the subject line. It is essential for the process integrity that the financial offer is NOT SENT before 10:30 AM, as this is the time when the sealed envelopes will have been opened. Please note that email are invalid if the hard-copy documents, sealed in envelopes, are not submitted by the stated deadline.
1.6	Bid Opening	Envelopes will be opened on the submission date <i>at 10.15 hours by AADF representatives</i> . There will be no public opening for this tender.
1.7	Scope of Works	<p>Institutional Assessment and Gap Identification</p> <p>1.1 <i>Screening and Analysis of Existing Operations and Services</i></p>

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		<p>The consultant should conduct a detailed review across all CES directorates and sectors. 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:</p> <ul style="list-style-type: none"> • 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 <p>Key Activities:</p> <ul style="list-style-type: none"> • Document the full range of activities and responsibilities currently undertaken by CES, including volume of work handled per activity and per team member. • 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. <p><i>1.2 Mapping and Diagramming of Service Workflows</i></p> <p>The consultant will analyze each service in detail, conduct a process mapping to visually represent:</p> <ul style="list-style-type: none"> • 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; <p>Special focus will be placed on:</p>
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		<ul style="list-style-type: none"> • 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 1.1
1.8	Payment	<p>Payment Schedule:</p> <p>i. 40% upon delivery and acceptance of AADF:</p> <ul style="list-style-type: none"> • Inception Report • Institutional Operations Assessment Report • Process Mapping and Workflow Report in Albanian Language <p>ii. 40% upon delivery and acceptance of AADF:</p> <ul style="list-style-type: none"> • Legal and Regulatory Framework Analysis • Data Analysis Report in Albanian language <p>iii. 20% upon delivery and acceptance of all reports in English & debrief/presentation of the reports delivered to the authorities (CES, MoES)</p>
1.9	Informative Meeting	N/A
1.10	Clarifications	<p>Any clarifications regarding the project that are not addressed during the site visit must be submitted in writing no later than five (5) working days before the application deadline. Inquiries may be sent by email to tenders@aadf.org or delivered in writing to the AADF office in Tirana. Responses to questions will be provided in writing to the inquiring applicant, if possible, within two (2) working days.</p> <p>Please note that no clarification shall be considered as superseding, contradicting, adding to, or altering any tender condition unless formally issued in writing and signed by the AADF Co-CEOs or their designated representative.</p> <p>Addenda and/or clarifications may be issued at any time. Such updates will be published on the AADF website. Applicants are responsible for regularly checking for updates, as these may affect the tender pricing and conditions.</p>
1.11	Number of Bids Allowed	Only one
1.12	Subcontracting	Allowed
1.13	Joint Ventures	Not Allowed
1.14	Team Composition	The Team proposed shall comprise at least these experts:

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		<ul style="list-style-type: none"> • Team leader • Business Process Analyst (2 persons) • Legal and Regulatory Expert • ICT and Systems Analyst • Data Analyst <p><i>Note: For required qualifications refer to ToR</i></p>
1.15	Core Team Composition and Required Qualifications	<p>1. Team Leader</p> <ul style="list-style-type: none"> • 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 <p>2. Business Process Analyst (2 persons)</p> <ul style="list-style-type: none"> • 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. <p>3. Legal and Regulatory Expert</p> <ul style="list-style-type: none"> • 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. <p>4. ICT and Systems Analyst</p> <ul style="list-style-type: none"> • 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. <p>5. Data Analyst</p> <p>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.</p>

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1.16	Relevant Experience of the Company	<p>Contracts of three similar assignments undertaken in the past ten years. Each case must specify:</p> <ul style="list-style-type: none"> • 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) <p>To support each case, attach a copy of the contract or relevant documentation (including letter of reference or proof of delivery, i.e. invoice paid).</p>
1.17	Capacity of the Consultant	<p>Over 5 years of experience in consulting, auditing or training in Organization Management Systems, governmental regulation, sector based regulations and similar. To demonstrate the above the company is required to provide copy of contracts/invoices and a copy of the registration a profile/portofolio of the organization.</p> <p>At least 2 qualified personnel on auditing and/or training in Management Systems with each member with at least 10 years of experience. The company must provide CVs, Diploma, Certificates, and references.</p> <p>At least 1 qualified personnel with experience in education sector. Proof of experience in education sector through CVs and/or contact.</p>
1.18	Timeline	The service shall be concluded within 4 to 6 months, as per point 5 in ToRs attached.
1.19	Work Plan	Submit a comprehensive work plan that includes work phases, their timing, execution methodology, and responsible staff. Use a Gantt chart for the time schedule.
1.20	List of Documentation to be submitted:	<ol style="list-style-type: none"> 1. Completed AADF Application Package Fully completed application package in English, maintaining the original order, with all required documentation attached as indicated. 2. Similar Contracts A minimum of three (maximum of five) contracts for similar works, in accordance with the requirements specified in Section 1.16. 3. Payroll of 2025 A payroll for 2025 showing names and positions of employees (salary details may be redacted).

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		<p>4. Business Registration (QKB historical extract for Albanian entities) An extract from the National Business Registrar for the applicant entity and subcontractors (if any).</p> <p>5. Team Composition A list of the team members planned to work on the project, accompanied by CVs, diplomas, certificates, and relevant qualifications.</p> <p>6. Work Plan A detailed work plan, as per the requirements outlined above.</p> <p>7. Outsourced Staff Contracts Contracts for outsourced staff, which can be conditional upon the tender award.</p> <p>8. Subcontractor Documentation</p> <ul style="list-style-type: none"> ○ Valid Sub-contracting agreement for this tender ○ proof of legal registration; ○ a list of subcontractor team members with CVs and qualifications; ○ evidence of relevant experience (e.g., similar contracts or project references); ○ a brief plan outlining the subcontractor's role and responsibilities in the project. <p>9. Conflict of Interest Disclosure A disclosure of any conflict of interest with AADF directors or managers, if applicable. Lack of such disclosure, when a conflict exists, will lead to exclusion from the current tender and potential future tendering procedures.</p>
1.21	Documents Requested Only from the Winner	<p>1- Criminal record certificate (certificate issued by the Prosecution Office for any criminal case initiated against the entity or its legal representative and certificate issued by the Judicial Register of the Ministry of Justice for the legal representative of the entity);</p> <p>2- Certificate of good standing (for Albanian entities, a certificate issued by the Court evidencing that the entity is not in the process of liquidation or bankruptcy);</p> <p>3- Tax clearance certificates from national and local tax authorities.</p> <p>Note: These documents must be submitted prior to the signing of the contract</p>
1.22	Eligibility of International Bidders	This tender is open to bidders registered and eligible to operate in Albania.

Qualifying Criteria

Nr	Criteria
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1	The Applicant is a legally registered entity .
2	The Applicant must fulfill the requirements as outlined in Sections 1.17
3	The Applicant must have three contracts of a similar nature, in accordance with the requirements outlined in Section 1.16 above.

Evaluation Criteria

Criteria	Documentation	Scoring
Prior Relevant experience of the company and team proposed (last 10 years)	Contracts, references, any proof of implementation, CVs, certifications, etc.	55%
Quality and clarity of the proposal, including its responsiveness to the Terms of Reference	Technical Proposal, file as a whole	20%
Financial Bid	Financial Offer	25%
TOTAL:		100%

Note: Any alteration of documents or false declaration may result in severe penalties, including permanent exclusion from AADF tendering processes.