

National Human Development Report 2009
A L B A N I A
“Capacity Development for European Integration

1. Background

In June 2006, Albania signed a Stabilization and Association Agreement (SAA) with the European Union representing a major step forward and opening new perspectives for the country’s political, economic and social future. At the same time, the signing of the SAA constitutes the beginning of important and large process of reforms that the Albanian Governments will have to lead in the coming years. These reforms will have to be implemented at the same time that the country continues to address poverty reduction and socio economic development.

While pursuing comprehensive programmes of public sector administrative reforms to strengthen institutional and governance capacity, consecutive Albanian Governments have acknowledged the necessity to modernize public administration to reflect the changing role of central government. The need to accelerate such reforms is a priority for the present Government which took power in September 2005. The importance of streamlining and modernizing the government structures is reflected in the Integrated Planning System process that the Government embarked on last year.

While it is clear that the SAA provides a powerful encouragement from the EU to Albanian efforts in building a democratic system, it raises the stakes and challenges for the country to show results in putting all the provisions of that Agreement into effect. This is a big test for the public administration (in coordination with private sector and civil society constituencies) to show it has the capacities to deliver results and to prepare the country for EU integration.

Albania was selected in January this year as one of the eight countries around the world to pilot the ‘One UN’ initiative as part of accelerated UN reform at country level. In this context one of the four outcomes under the UN Development Assistance Framework will continue to focus on supporting a more transparent and accountable government which can effectively deliver national policies, improve quality of public services and encourage participatory regional and local development.

2. Overall and Specific Environment

The main tasks of the Government in the implementation of the reform processes are to encourage public policies for accelerated and beneficial socioeconomic development, to support service delivery and to carry out the decentralization process to local governments. But these roles have not fully matured yet and substantial capacities are needed to accomplish these tasks and facilitate the government modernization process. These capacities need to be enhanced as a matter of urgency and be coordinated with and take into account a more comprehensive public service reform process.

It is recognized that most central government institutions, line ministries, departments and

agencies require more and different kinds of expertise to perform key functions such as policy development and coordination, and strategic planning. Experience from new European Union member states shows that the process of European Integration requires committed and highly skilled civil servants in order to tackle the challenges associated with preparations for EU membership. At present, a number of professional positions remain unfilled or are currently filled by staff in an acting capacity. Their professional level is weak and they are unable to design policies in their respective expertise. A related challenge is weakness in data gathering, analysis and presentation for evidence-based policy formulation and review.

The Albanian Government is finalizing its National Strategy for Development and Integration (NSDI) which establishes national strategic priorities and goals. The NSDI will be a medium- to long-term document with a planning horizon covering the period 2007-2013. Sector strategies were developed as foundations of the NSDI together with the crosscutting strategies in order to coordinate some key policy priorities that are not the responsibility of a single ministry. For example, regional councils can be a key component in both de-centralization and intra-national coordination.

Weaknesses in planning capacities were made evident in the recent months during the sector and crosscutting strategy preparation process when many reportedly had difficulty in identifying and prioritizing actions leading to delays or a quality far from desired in their formulation. Lack of education or training on policy and development management for government staff has been evident. As a result, the NSDI formulation process continues to be associated with a significant contribution from the external expertise and donor institutions, heightening dependencies on exogenous talent for crucial strategic planning functions.

A poor institutional environment and the absence of established systems also contribute to the lack of skilled personnel and poor performance and lack of motivation in many central government institutions. The public sector in Albania still lacks sufficient capacity to provide strategic direction for implementation of key government macroeconomic and social policies, especially in development and integration aspects. Capacities for financial management and budgeting, including budget and expenditure management and control, particularly in the context of the MTEF are another area of concern. In-house expertise to discharge these functions needs to be strengthened to improve resource planning, aid management and utilization.

Essentially a flourishing private sector however, and especially entrepreneurial small businesses, will provide the development energy to sustain successful progress for the future.. Data are lacking on employer demands for specific skills, as well as on the capacity of institutions which 'supply' qualified human resources i.e. the schools, universities and training institutes throughout the country. Furthermore, the status of 'community voice' mechanisms (state-citizen accountability and review process) are still embryonic in Albania. The 'watchdog' role of civil society is important in monitoring compliance with open-opportunity access to jobs, and merit-based hiring and performance review statutes, in both public and private sectors. Yet these responsibilities, and the procedural guidelines for their practical application are unclear at present at all levels.

3. National Human Development Reports in Albania

Starting in 1995, Albania produced six Human Development Reports, introducing the concept of Sustainable Human Development, as well as offering analysis of priority development issues for Albania.

The first Albanian NHDR of 1995 introduced the concept of “sustainable human development” and argued in favour of a development strategy, which is based on the assumption that people should be at the centre of development. The 1996 NHDR provided a description of general trends and achievements focusing on the emerging social and economical disparities. The 1998 report offered an analysis of the transition issues that Albania has been facing. NHDR 2000 focused on migration as one of the most complex phenomenon affecting the Albanian society during the transition. In 2002, UNDP Albania published its fifth NHDR on the challenges of decentralization reform pointing out the need for regional planning as a precondition for regional development. This report calculated for the first time the human development indexes and disaggregated them to the regional level providing a detailed picture of human development in Albania. Finally, the NHDR 2005 took a detailed look on the policy implications of a pro-poor and pro-women agenda in Albania with an eye of achieving the Millennium Development Goals by 2015.

4. Objective of the report

Over the past few months in discussions with government and the UN Country Team, a common cross cutting issue of capacity development has emerged strongly as the content driver for the UN system’s advocacy, policy advisory and programme support. However, there has not been a systematic analysis of key capacity assets and gaps in the country to ensure a rigorous basis for such collective voice and action. Neither have the human resources development ‘supply’ agencies (education, training institutions) been examined from the perspective of their roles as ‘feeder’ elements in a national capacity development system for both public and private sectors. The NHDR 2007 intends therefore to serve as an analytical tool in assessment and promotion of more effective capacity development in the country. In the context of the One-UN initiative, the report will also thus help in supporting the role of the UN in Albania together with relevant policy and advocacy publications of other UN agencies.

Given the multiple systemic, organizational and human resource capacity needs to meet the EU accession standards, capacity development is a critical subject for analysis and public debate at this time, and could have a significant impact on the policy choices made today and in the coming years. UNDP and the UNCT recognize that given the potential spread of the subject, there is a need to focus on those capacity areas, especially in the public sector where the UN in particular brings a value-added in terms of assisting Albanians own capacity development, so that this analysis can also be used to base a high impact and focused One UN Programme in the country. While the primary focus will be on the public sector however, the report cannot entirely ignore the human resources needs of private sector and civil society as ‘engines’ of development towards which the public sector ministries and agencies direct their services. The human resources development ‘system’ at national level, its key components, and especially its overall data requirements (both supply data on education and training, as well as demand data from labor

force and employer surveys) will thus be considered briefly as the contextual frame of the report.

The NHDR, which would be a UNDP product, would lend itself therefore as an analytical base for each UN agency to look at the common and the distinct capacity constraints that affect and enhance constructive progress, taking the above case, implementation of sector strategies and services in their areas of concentration. They could each use the same conceptual framework and methodologies as stated above, and then dig deeper in their own areas as needed, with the ultimate goal of strengthening Albanian capacity through coordination and mutual effort.

5. Scope of the Report

The report will provide a systemic perspective of some of the key capacity assets and gaps that Albania faces today and in the coming 10 years, that would be critical not only for the process of EU accession, but also for development initiatives that are relevant to the longer term, and that are sustainable beyond accession. It will facilitate a systemic capacity assessment that covers those 4-5 areas or sectors/themes, using this frame of reference, that resonate from a UN human development perspective. Such a capacity assessment would triangulate 3-4 sources of data and information: self-assessment, performance, personnel and wage data (and other related statistics as available), independent evaluation/analysis, and client feedback. The methodology will include both primary and secondary data sources, participatory processes as far as possible, and will draw on previous regional research experience as well as current advances in grass-roots survey techniques.

The following issues will constitute the backbone of the report:

1. Progress in human development since the last NHDR, continuity of purpose through elections and into a new government; the mutually supportive goals of continued economic growth, a supportive, strengthened civil service, and eventual European integration, with implications for enhanced capacity building throughout the nation, especially for marginalized groups/regions.
2. Capacity Development: current theory and practice and relation to overall human resources development in Albania. The focus here will be on broad principles emerging from contemporary research and actual experience both within and outside the country.
3. The capacity development 'system' in Albania and status of institutions, procedures and data. This will include overviews of educational and training systems, links (where relevant) to foreign institutions, and incentives/disincentives facing individual human choice. Opportunities for retraining and educational 're-cycling' of professionals and paraprofessionals will also be reviewed, as will the extent of e-learning frameworks, both formal and informal.
4. Specific challenges will be addressed facing public policymakers now and in the future as Albania progresses towards European integration. These will include, but not necessarily be limited to:

the diaspora, its potential, and its implications for meeting Albania's goals

lack of human resources data, and the need for regular, accurate, and comprehensive information for planning purposes at individual, human level for career decisionmaking, as well as for policy makers

the move towards a professional, motivated and merit based civil service, de-linked from the political process, ie the ‘fourth’ pillar of the state (lessons learnt from modernizing civil service structures, skills, incentives and functions, taking from examples around the world, taking from Estonia, Bulgaria, Croatia Malaysia, New Zealand and Singapore)

Implementation capacities at sub national level for basic service delivery, with a focus on health and/or education (the capacities to manage fiscal decentralization, breakdowns in basic procurement and supply chain management, the bottlenecks of maintaining basic infrastructure, the capacities of service delivery agents and the local government abilities to oversee them, and what engages the end user to access and monitor services...taking “capacity conditionality” driven initiatives from Mexico and Brazil.

The status of community voice mechanisms, ie state-citizen accountability and review processes that look at growing social capacities from a perspective of rights based approach, and

Internet as a multi-faceted tool e.g. as a training, communications and/or analytical instrument

Other subjects can also be included in the analysis either as standalone chapters or cross cutting issues such as the quality of post secondary education as a long-term capacity investment or the return and retention of capacity in emerging fields, based on monetary and non-monetary incentives (broadening the current focus of the ‘brain gain’ efforts to encompass both supply and demand side capacity considerations, taking from China and India).

Each chapter, or a concluding chapter will provide a set of responses for action in the areas of advocacy, policy services and programme support. They would relate to ongoing actions of state, non-state, and partner actions and demonstrate complementarities.

The NHDR Albania 2009 will provide an updated map of human development in the country following the track record of the previous reports. The report will make use of the latest data of the LSMS 2005 to calculate the new human development indicators including the HDI, HPI, GDI and GEM. The calculation and the analysis of these indexes will be done in an integrated way within the appropriate thematic sections of the report.

The NHDR will continue to make use of *national expertise* building on previous experiences with a strong accentuation on editorial independence. It will be produced through a broad participation of representatives from civil society and academia and the government under UNDP-Albania’s supervision, quality assurance and editorial independence. Round table discussions will be organized during different stages of the report writing and a number of national and local NGOs and representatives from the central and local government will be

involved in the process. An Advisory Group is being formed, and peer review will be supported by a Supervisory Committee and additional specialists (e.g. gender, governance, labor economics) as appropriate.

6. Timeframe

The work for the preparation of the NHDR has already started. The expected launch date would be mid 2009. A preliminary schedule for each work stage has been developed and is appended to this Note.

7. DRAFT OUTLINE FOR NHDR6

EXECUTIVE SUMMARY

FOREWORD including letters from key government counterparts, detailed description of the HDR process which illustrates the report's national ownership, independence, and objectivity. This could include a description of advisory committee, core team authors, peer reviewers, etc. their affiliations and roles, as well as how/why the theme was selected, the consultations which took place, etc.

CHAPTER 1. PROGRESS SINCE LAST NHDR 2005

Success, and remaining challenges in human development (especially women, minorities) since the last NHDR (2005-2007); progress of the SAA, NSDI and IPS as measures to speed national journey toward a market economy and integration into the European Community; continuity of purpose through elections in July 2005 and into a new government; the mutually supportive goals of continued economic growth, a supportive, strengthened civil service, and eventual European accession, with implications for accelerated capacity building at all levels throughout the nation.

Include a short discussion of HD and CD links that go beyond just the importance of CD for the SAA process, but express the crucial nature of CD policy for the future progress of the Albanian people.

Specific calls for improvements in public sector capacity in national documents, and donor and other independent reports: (e.g. section on human resource development, reduction of administrative barriers and access to market information in the Government Program 2005-9; UNDP's Country Program Action Plan 2006-2010, which commits to capacity development at the core of all its programs and projects in achieving goals of fostering national ownership of development processes and sustaining longer term beneficial results; the World Bank CAS 2006-9 which states that despite recent improvements, problems of poor governance and state capture persist and constitute substantial barriers to investment, as well as delivery of public services, and national reports on local requirements such as difficulties confronting those steps taken at farm level to introduce the concept of Water User Associations to farmers [Dedja 2003] see

attached reference list).

In summary, the 'case' for looking at the *entire* human resources system in order to understand incentives, competing elements, and best directions for enhanced capacity development for all citizens, with particular focus on marginalized groups, regions in Albania, and need for better data systems on supply of, and demand for human resources, but *especially* in public sector institutions and agencies. The World Bank WDR 2004 provides a useful reference here on public service delivery, and incentive/disincentive structures (both implicit and explicit), that can guide analyses of what has worked and what has not in Albania to date.

Final Section (and technical appendices) on NHDI this profile should also address other HD dimensions (and explicitly reference the MDGs), such as political participation, gender equality, social inclusion, human rights, environment, multicultural diversity, etc. The HDI, GDI, GEM HPI, and other composite indices can be useful, but because of their limitations (not meant for short-term trend analysis/offer only aggregate snapshot/ only look at some HD dimensions) they should not be the basis for a country HD profile, but rather serve to support a more comprehensive profile across many more HD dimensions.

(Note: HDRO statisticians can support work in adapting these indices and other challenges that may arise when disaggregating, using census/household data, work on surveys, etc.)

CHAPTER 2. CAPACITY DEVELOPMENT: CURRENT THEORY AND PRACTICE

and relation to UNDP's concepts of human development and to overall human resources development (in its broader, intersectoral sense) in Albania.

Theory: modern systems theory (originally proposed by Hungarian biologist Ludwig von Bertalanffy in 1928), and a 'new mind' for policy analysis (Morcul 2002, 2006); advances in cognitive psychology, the emerging science of individual and organizational learning, and needs for immediate access to information in rapidly changing technical fields via an array of communication technologies; western psychological measurement theory, human resources management theory, strengths and shortcomings in application to public civil service institutions; *relevance of theoretical considerations to modern Albanian realities*. National human resources development (HRD) strategies (e.g. Canada, Czech Republic, India, Korea) as competitive tools in managing globalization effects on workforce participation.

UN context and global policy approaches to HRD (e.g. recent GA Resolutions on public administration and development, and on HRD as major development priorities); Note here that the term HRD is used in the sense of the UN definition as "a process centred on the human person that seeks to realise the full potential and capabilities of human beings." and not merely as 'human capital'.

UNDP's groundbreaking work in bridging theory and practice of capacity development in government institutions (Browne 2002; Lopes & Theisohn 2003); definitions, practical

guidelines, managerial and fiscal implications, PIU paradox of project management transparency and effectiveness vs capacity substitution; direct budget support and government ownership as guiding principles; (cite illustrative cases both inside and outside the region). Emphasize importance of social inclusion as a *sine qua non* with direct reference to access of all elements of civil society in not only implementation and monitoring, but the initial shaping also of HRD policies and capacity development from national to local levels.

CHAPTER 3. THE CAPACITY DEVELOPMENT 'SYSTEM' IN ALBANIA and status of institutions, procedures and data.

The 'demand' side: overview and update (using most current data) of employment current 'snapshot' and future short, medium term, and longer term forecasts: private sector by broad industrial category; effectiveness of public employment services; also best estimates of the informal sector, its shape and its evolution, with implications for public HRD policy;

public sector employment (with gender and age breakouts) in greater detail by ministry/agency using available government ministry statistics, if necessary by probabilistic or determined ('convenience') sample, where possible by characteristics such as grade, education level, and time-in-post; also turnover, vertical/horizontal job-changes, and movement into and out of the private sector; incentive patterns for entry-level and promotional applicants; institutional constraints and barriers (especially for minorities) to career-ladder information and progression; regional, municipal, and commune-level government statistics by sector, effectiveness of personnel management policies and practice in facilitating effective de-centralization, governance and public engagement in decision-making, and articulation between the various levels of government;

impact of regional economies in drawing workers (i.e in providing workforce incentives to emigrate, 'push' vs 'pull' factors); effectiveness of social inclusion policies to *all* Albanian citizens including women, minorities, the most disadvantaged (as well as those in remote areas) , and status of public access to necessary information to make career decisions, or management and policy judgements affecting public sector employees; assessment of adherence to Civil Service Law 8549 of 11 Nov 1999;

The 'supply' side: this will include general overviews of educational and training systems, links (where relevant) to foreign institutions, and incentives/disincentives facing individual human choice in their lifelong learning endeavours. Schooling methodologies (pedagogies, curricula, and quality control and achievement standards, testing techniques, management, and process transparency/accountability) will be reviewed in light of the actual vs perceived job universe, as will incentive structures for public and private education institution personnel at all levels (hiring, remuneration, promotional opportunities); higher education institutional and staff inventories, curricula, enrolment/graduation/dropout; transition rates primary/secondary, and secondary/tertiary; graduate follow up as to employment patterns and relevance to educational content; vocational technical schooling and community college approaches, and skills training and retraining; directions being explored by the new Durres University and Professional College, with implications for broader generalization in other areas of the country; assessment of the

Institute for Public Affairs (TIPA) and its projected expansion and future directions; opportunities for retraining and educational 're-cycling' of professionals and paraprofessionals (e.g. medical, legal professions, teachers, nurses) will also be reviewed, as will the extent of e-learning frameworks, both formal and informal; regional connectivity with other educational institutions in Europe and the US, the Bologna process, and the promise of new virtual learning networks.

Supply-demand match: extent to which decision-makers (government at all levels, private citizens) have access to information on relevance of 'supply' institution methods and content to current and future occupational demand in *any* sector; how these decisions are made currently; and what can be done to improve availability of the necessary information; while this match will likely never - and should not be - perfect, for several reasons (entrepreneurial variety, supply-institution timelags, vagaries in individual choice to go into occupations different from ones traditionally expected as outcomes of specific and occupationally-oriented education/training programmes such as medicine, law, nursing, or automotive mechanics) yet informed public policy and private choice necessitates such information be readily accessible on a formal and timely basis.

4. SPECIFIC CHALLENGES DESIGNATED AS HIGH PRIORITY will be identified facing public policymakers now and in the future as Albania progresses towards European integration.

These will include, but not necessarily be limited to:

- a) the diaspora, its potential, and its implications for meeting Albania's goals, and the inhibitory factor that it represents to the country's capacity to offer sufficient and appropriate choices to its human resources;
- b) ready availability of human resources data, and the need for regular, accurate, and comprehensive information for planning purposes at individual, human level for career decisionmaking, as well as for policy makers at all levels;
- c) the move towards a professional, motivated and merit based civil service, de-linked from the political process, ie the 'fourth' pillar of the state (see lessons learnt from modernizing civil service structures, skills, incentives and functions, in examples around the world, taking from Estonia, Malaysia, New Zealand and Singapore)
- d) implementation capacities at sub national level i.e. municipal, local district level for basic service delivery, with a focus on aid management and health and/or education services (the capacities to manage fiscal decentralization, breakdowns in basic procurement and supply chain management, the bottlenecks of maintaining basic infrastructure in for example, sanitation or environmental management, especially for marginalized groups and communities, the capacities of service delivery agents and the local government abilities to oversee them, and what engages the end user in the civil society to access and monitor services), taking "capacity conditionality"-driven initiatives as examples from Mexico and Brazil,

e) the status overall of community voice mechanisms, ie state-citizen accountability and review processes that look at growing social capacities from a perspective of rights based approach, and

f) the Internet as a multi-faceted tool e.g. as an education, training, communications, outreach, participatory and/or analytical instrument: the National Information & Communication Technologies Strategy for Albania of 2002 has laid out an initial approach; assessment of the effectiveness so far of this initiative as servicing the HRD policy requirements of the government e.g. promoting computer literacy (Goal #4) and building an infrastructure for an open information society (Section III); and virtual learning as an HRD and capacity development tool for the future;

5. CONCLUSIONS AND RECOMMENDATIONS with specific `next steps' suggested for each major constituency, in government, the private sector and civil society, relevant to value-added perspectives and practical realities of the One-UN and EU accession processes..

This will be a unique section, which summarizes the findings from each section of the report, proposes short, medium and long-term priorities, and contains a practical `to do' list, with broad resource and cost implications, for each set of principal decision-making actors, e.g. Parliament, ministries, and civil society. Authors of this section should also take into consideration how the recommendations from the report can and should be measured in terms of accomplishments two to three years after publication.

ANNEXES: statistical tables (including explanations of composite indices calculations and other HD/CD data), acronyms, glossary of HD and other terms, etc.

Annual Work Plan NHDR 2009 – Capacity Development for EU integration

Year 2008 - 2009

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2007	2008 – 1	2008 – 2	2009 – 1		Source of Funds	Budget Description	Amount
NHDR 2009 on Capacity Development for EU integration completed	Preparation of chapters	X	X	X	X	Consultants	UNDP	71300, 72100	35,000
	Calculation of HD Indexes	X	X	X	X	Consultants	UNDP	71300	9,000
	Hiring the international consultant / team leader	X	X	X	X	UNDP	UNDP	71200	50,000
	Finalization of the first draft report			X		Team leader	UNDP		
	Draft report shared with management and for comments and feedback		X	X		UNDP	UNDP		
	Revision of the draft report		X	X		Team leader	UNDP		
	Editing of the draft report		X	X		Team leader	UNDP		
	Translation and editing into Albanian				X	TranslatorS	UNDP	71300	1,000
	2 nd draft report shared with stakeholders			X	X	UNDP	UNDP		
	Peer review of the report			X	X	UNDP	UNDP		
	Final comments and suggestions			X	X	UNDP	UNDP		
	Final draft report prepared			X	X	Team Leader	UNDP		
	Contracting a printing company				X	UNDP	UNDP		
	Layout and design of the report				X	Company	UNDP	74200	1,000
	Printing of the report				X	Company	UNDP	74200	7,000
Report Launch				X	UNDP	UNDP		5,000	
Follow up media outreach campaign				X	UNDP	UNDP		1000	

	Round table discussions will take place at the local level where the report will be open to comments and feedback at the local level				X	UNDP	UNDP		1000
	F&A								10,000
TOTAL									120,000

Annex

Terms of Reference

CONSULTANT/author

NHDR ALBANIA 2009

CHAPTER 1

A. Background

Starting in 1995, Albania produced six Human Development Reports, introducing the concept of Sustainable Human Development, as well as offering analysis of priority development issues for Albania.

The first Albanian NHDR of 1995 introduced the concept of “sustainable human development” and argued in favor of a development strategy, based on the assumption that people should be at the center of development. The 1996 NHDR provided a description of general trends and achievements focusing on the emerging social and economical disparities. The 1998 report offered an analysis of the transition issues that Albania has been facing. NHDR 2000 focused on migration as one of the most complex phenomenon affecting the Albanian society during the transition. In 2002, UNDP Albania published its fifth NHDR on the challenges of decentralization reform pointing out the need for regional planning as a precondition for regional development. This report calculated for the first time the human development indexes and disaggregated them to the regional level providing a detailed picture of human development in Albania. Finally, the NHDR 2005 took a detailed look on the policy implications of a pro-poor and pro-women agenda in Albania with an eye of achieving the Millennium Development Goals by 2015. This Report will have as its theme the development in Albania of adequate capacity in the public sector for achieving the goal of European integration. In assessing current human resources management issues and specific requirements for heightened skills at all levels of government, this Report will consider capacity development in the broad context for human development in Albania, with quantitative analyses not just of the HDI, but also (to the extent possible) of the overall supply of and demand for labor in the country and the region.

B. Objective of the use of a national consultant:

Within the structure of the NHDR Team, the National Consultant/s plays a major role in the overall process of the NHDR preparation in ensuring national ownership and input into the report. The National Consultant/s will be responsible for contributing to the entire NHDR process through research and presentation of a preliminary draft paper(s), with tables, full references and technical appendices for review in English.

C. Scope of Work

The National Consultant will work is expected to complete the assignment within three months of the contract signature date. She/he will be responsible for writing the chapters of the report as indicated and according to the report outline. She/he is also expected to maintain virtual (electronic) communication during all phases of report preparation with UNDP, the Team Leader, and with other members of the NHDR Team as appropriate.

The National Consultant's specific responsibilities will include the following:

- Agreement with UNDP and Team Leader on paper(s) subject, scope, and format in light of the overall Report.
- Completion of an outline of the paper(s) or chapter, with preliminary specifications for research to be conducted if any, draft instruments, plans for interviewer training if appropriate, sources and methods for primary or secondary data collection and analysis, and planned boxes, tables, and technical appendices
- Together with UNDP, the Team Leader and the writers' team, agree on outline, schedule of work and completion of drafting, review and final draft submission
- Production of drafts and the final version of the paper(s) or chapter, including incorporation of reviewers' comments, and working with Team Leader and Team members as necessary to assure continuity and consistency across chapters
- Participating in virtual dialogue and meetings with other team members and stakeholders/reviewers as appropriate.

All papers drafted by National Consultants will be reviewed by the UNDP Albania Office, Team Leader, and selected outside reviewers. All data should be gender-disaggregated where appropriate.

D. Expected Outputs

- *initial outline(s) of paper(s) or chapter(s), and finalization of working*
- *preparation of instruments for data collection (if needed) training of interviewers/data collectors, and analysis of data*
- *record of all formal meetings on data collection training or implementation of surveys*
- *literature review and reference lists*
- *first draft of report paper(s) or chapter(s) for review, and*
- *final submission of completed paper(s) and/or chapter(s) in required formats with all tables/boxes, and incorporating reviewers' comments*

E. Time-lines/Schedule

The writing work is expected to be completed by the end of February 2008

Terms of Reference

CONSULTANT/author

NHDR ALBANIA 2009

CHAPTER 4

B. Background

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B. Objective of the use of an international consultant:

Within the structure of the NHDR Team, the International Consultant plays a major role in the overall process of the NHDR preparation in ensuring relevant and expert input into the report. The International Consultant will be responsible to contribute to the entire NHDR process through research and presentation of a preliminary draft paper, with tables, full references and technical appendices for review in English.

C. Scope of Work

The International Consultant is expected to complete the assignment within three months of the contract signature date. She/he will be responsible for writing the chapter 4 of the report as

indicated and according to the report outline. In particular she will consider the following issues:

Chapter 4. SPECIFIC CHALLENGES DESIGNATED AS HIGH PRIORITY will be identified facing public policymakers now and in the future as Albania progresses towards European integration.

These will include, but not necessarily be limited to:

a) the diaspora, its potential, and its implications for meeting Albania's goals, and the inhibitory factor that it represents to the country's capacity to offer sufficient and appropriate choices to its human resources;

b) ready availability of human resources data, and the need for regular, accurate, and comprehensive information for planning purposes at individual, human level for career decision-making, as well as for policy makers at all levels;

c) the move towards a professional, motivated and merit based civil service, de-linked from the political process, i.e. the 'fourth' pillar of the state (see lessons learnt from modernizing civil service structures, skills, incentives and functions, in examples around the world, taking from Estonia, Malaysia, New Zealand and Singapore)

d) implementation capacities at sub national level i.e. municipal, local district level for basic service delivery, with a focus on health and/or education services (the capacities to manage fiscal decentralization, breakdowns in basic procurement and supply chain management, the bottlenecks of maintaining basic infrastructure, the capacities of service delivery agents and the local government abilities to oversee them, and what engages the end user in the civil society to access and monitor services), taking "capacity conditionality"- driven initiatives as examples from Mexico and Brazil,

e) the status overall of community voice mechanisms, i.e. state-citizen accountability and review processes that look at growing social capacities from a perspective of rights based approach, and

f) the Internet as a multi-faceted tool e.g. as an education, training, communications, outreach, participatory and/or analytical instrument: the National Information & Communication Technologies Strategy for Albania of 2002 has laid out an initial approach; assessment of the effectiveness so far of this initiative as servicing the HRD policy requirements of the government e.g. promoting computer literacy (Goal #4) and building an infrastructure for an open information society (Section III); and virtual learning as an HRD and capacity development tool for the future;

The International consultant is also expected to maintain virtual (electronic) communication during all phases of report preparation with UNDP, the Team Leader, and with other members of the NHDR Team as appropriate. She/he will conduct a mission to Albania in September 2008, prior to the final submission of her/his chapter, in order to consult with all the relevant stakeholders and include their considerations in the final version of chapter 4.

The International Consultant's specific responsibilities will include the following:

- Agreement with UNDP and Team Leader on paper(s) subject, scope, and format in light of the overall Report.
- Completion of an outline of the paper(s) or chapter, with preliminary specifications for research to be conducted if any, draft instruments, plans for interviewer training if appropriate, sources and methods for primary or secondary data collection and analysis, and planned boxes, tables, and technical appendices
- Together with UNDP, the Team Leader and the writers' team, agree on outline, schedule of work and completion of drafting, review and final draft submission
- Production of drafts and the final version of the paper(s) or chapter, including incorporation of reviewers' comments, and working with Team Leader and Team members as necessary to assure continuity and consistency across chapters
- Participating in virtual dialogue and meetings with other team members and stakeholders/reviewers as appropriate.

All papers drafted by the International Consultant will be reviewed by UNDP Albania Office, Team Leader, and selected outside reviewers. All data should be gender-disaggregated where appropriate.

D. Expected Outputs

- *initial outline of paper or chapter, and finalization of working*
- *preparation of instruments for data collection (if needed) training of interviewers/data collectors, and analysis of data*
- *record of all formal meetings on data collection training or implementation of surveys*
- *literature review and reference lists*
- *first draft of report paper(s) or chapter(s) for review, and*
- *final submission of completed paper(s) and/or chapter(s) in required formats with all tables/boxes, and incorporating reviewers' comments*

E. Time-lines/Schedule

This is an updated schedule from the terms of references of the original contract.

The writing work is expected to be completed by the end of October 2008. The contract will include 16 working days at 750 USD per day rate, excluding travel expenses and DSA. The mission to Albania in September will be of 5 working days, while the remaining 11 working days will be home-based.

F. Budget 12000 USD



Albania

TERMS OF REREFENCES

CALCULATION OF HUMAN DEVELOPMENT INDEXES

NATIONAL HUMAN DEVELOPMENT REPORT FOR ALBANIA 2009

A. Background - NHDR

Starting in 1995, Albania produced six Human Development Reports, introducing the concept of Sustainable Human Development, as well as offering analysis of priority development issues for Albania.

The first Albanian NHDR of 1995 introduced the concept of “sustainable human development” and argued in favor of a development strategy, based on the assumption that people should be at the center of development. The 1996 NHDR provided a description of general trends and achievements focusing on the emerging social and economical disparities. The 1998 report offered an analysis of the transition issues that Albania has been facing. NHDR 2000 focused on migration as one of the most complex phenomenon affecting the Albanian society during the transition. In 2002, UNDP Albania published its fifth NHDR on the challenges of decentralization reform pointing out the need for regional planning as a precondition for regional development. This report calculated for the first time the human development indexes and disaggregated them to the regional level providing a detailed picture of human development in Albania. Finally, the NHDR 2005 took a detailed look on the policy implications of a pro-poor and pro-women agenda in Albania with an eye of achieving the Millennium Development Goals by 2015.

NHDR 2009 will have as its theme the development in Albania of adequate capacities in the public sector for achieving the goal of European integration. In assessing current human resources management issues and specific requirements for heightened skills at all levels of government, this report will consider capacity development in the broad context for human development in Albania, with quantitative analyses not just of the HDI, but also (to the extent possible) of the overall supply of and demand for labor in the country and the region.

B. Background – Human Development indexes

NHDR 2002 piloted for the first time the calculation of the Human Development Indexes in Albania. It went a step further, and based on the Population Census of 2001, provided a disaggregated map of human development indicators down to the regional level. The exercise laid the ground for the continuous calculation of indexes through the improvement of the methodology and better use of the available data. NHDR 2005 through adjusting the methodology in order to make use of the then available 2002 LSMS data calculated at the national and LSMS regions levels the following indexes:

- the Human Development Index – HDI;
- The Gender Development Index – GDI;
- The Gender Empowerment Index – GEM;
- The Human Poverty Index – HPI (versions 1 and 2).

C. Objective of Consultancy

The proposed consultancy will provide the necessary statistical expertise for renewed calculation of human development indices in Albania according the available relevant data. The NHDR will present the indices at the national level and following the pattern of NHDR 2005, at the LSMS regional subdivisions, in order to create a comparable overview where Albania stands in terms of human development compared to the last NHDR in 2005.

D. Scope of Work

The NGO/consultant will work closely with the responsible NHDR team at UNDP Albania and will specifically be in charge of the following tasks:

- In cooperation with INSTAT, to collect the necessary data as per the methodological needs of HD indices.
- After the overall data gathering exercise apply the relevant methodology for the calculation of indices as provided by UNDP (please see the technical note at the background information)
- Prepare a short comparative analytical brief of no more than 5 pages how human development has progressed in Albania making reference to the previous NHDR and the global Human Development Report
- Upon the completion of work submit all the collected data and statistical information to UNDP

E. Expected Outputs

- Calculation of HD indices for Albania in 2009
- An analytical brief outlining the trends of human development in Albania from 2005

- Presentation of the calculated indicators in maps following the example of NHDR 2005
- A statistical annex with all the latest statistics information available at INSTAT including the data from the most recent statistical exercises like the Labour Force Survey or any available data related to capacity development issues in Albania

F. Duration.

30 working days to be completed by 15 May 2008

H. Background information

1. Technical note on the calculation of indexes:

http://hdr.undp.org/en/media/hdr_20072008_tech_note_1.pdf

2. Calculating HD Indexes: http://hdr.undp.org/en/media/calculating_indices_excel_generic.xls

3. NHDR Albania 2005:

<http://intra.undp.org.al/ext/elib/download/?id=698&name=hdr%202005%20english%2Epdf>

4. HDI An interactive calculator:

<http://hdr.undp.org/en/statistics/data/calculator/>

5. NHDR 2008 Concept note

6. NHDR 2008 Chapter outline