Republic of Albania
Council of Ministers

UN
D P

Albania

Project Document

"Support to Implementation of Paris Declaration in Albania"

Brief Description

This programme aims to support Albania's effort to more fully implement the Paris Declaration and to ensure external resources are more efficiently and effectively utilized in the implementation of its National Strategy for Development and Integration (NSDI).

The programme consists of three components: 1) Preparatory assistance in support of more effective functioning of the Department of Strategy and Development Cooperation (DSDC); 2) Assistance that complements the support provided by the IPS Trust Fund towards the establishment of a mechanism for stronger implementation of NSDI; and 3) Support to implement a procurement assessment based on OECD methodology, which will identify needs for further capacity development and promote the use of national procurement system by donors.

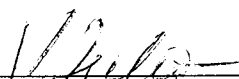|	
UNDAF Outcome(s):	*Outcome 1: A transparent and accountable government, developing and implementing effective policies*
Expected CP Outcome(s):	*Comprehensive integrated framework with RBM feedback mechanisms in place with Government effectively utilizing these tools to implement priority interventions for the achievement of MDGs*
Expected Output(s):	*Government better able to implement NSDI and strengthen procurement systems*
Implementing Partner:	*UNDP Albania*
Responsible Parties:	*Department for Strategy and Donor Coordination (DSDC)*

Programme Period:	2009-2010	AWP budget:	USD 260,000
Key Result Area (Strategic Plan):	Foster capacities for Economic growth and human development	Total resources required:	USD 260,000
		Total allocated resources:	USD 260,000
Atlas Award ID:	00058168		
Start date:	October 2009	• Regular:	_____
End Date	September 2010	• Other:	One UN Coherence Fund
PAC Meeting Date	5 October 2009		
Management Arrangements	NIM	Unfunded budget:	USD 0

Agreed by DSDC: _____ _____
Mrs. Valbona Kuko, Director a.i. Date

Agreed by UNDP: _____ _____
Mr. Norimasa Shimomura, Country Director Date

I.   Context

As Albania strives for its integration into European Union, it has invested over the past years to strengthen its ability to make strategic plans, coordinate its resource mobilization and delivery efforts across Government institutions. The creation of an Integrated Planning System (IPS) with the previous assistance of UNDP, establishment and strengthening of Department of Strategy and Donor Coordination in the Council of Ministers as a prime focal point to run the IPS, adoption of the first National Strategy for Development and Integration (NSDI) and sectoral strategies, development of sector-wide coordination by the lead Government institutions all constitute recent key milestones of Albania's effort towards more effective planning, implementation, and monitoring of its development process.

The donor community – known as Development and Integrations Partners (DIP) in Albania - has reciprocated this effort through Donor Technical Secretariat (DTS), which helped the Government to have streamlined communication with the donor community. The DTS is a collective initiative of the development and integration partners in Albania. As their secretariat and interlocutor the DTS has served to facilitate information exchange between those partners and the Government and supports the latter to assume fuller ownership of external assistance co-ordination roles with the aim of improving aid harmonisation and impact.

For Albania, the Paris Declaration for Aid Effectiveness provides natural objectives as the country has pursued to strengthen its strategic planning and resources management capacity. All efforts made by the Government and donors such as those stated above have contributed Albania to steadily progress with the implementation of the Paris Declaration.

It is important therefore to help further strengthen the ability of DSDC for it to more effectively support the Integrated Planning System (IPS) and monitor the National Strategy for Development and Integration, (NSDI), and at the same time to ensure that donors remain able to provide coordinated assistance in support of this effort. In this context, DSDC has requested UNDP to provide support that complements other donors' efforts in strengthening the implementation of NSDI. As such this programme will provide DSDC and DTS the necessary support to maintain and enhance the effectiveness of its day-to-day work, and bring necessary technical assistance that needs to complement the assistance of other donors provided in support of NSDI monitoring and implementation.

Furthermore, the Government – at its November 2008 high-level Government-Donors Round Table - requested DSDC and DTS to identify jointly concrete steps that would help Albania to make further progresses in the implementation of the Paris Declaration. As a result of their consultations, DSDC and DTS identified the need for and opportunity to promote the use of national procurement system by the donors, by means of assessing the current national procurement capacity and identifying areas that require further capacity development. OECD methodology was presented by the UN's Procurement Capacity Development Centre (based in Copenhagen), and consensus in the Government and donor community emerged to fully implement this assessment with UNDP's assistance.

UN agencies, being part of the broader donor community in Albania, have recognized the need for the UN to respond to these immediate needs. As such, the UN agencies, together with DSDC, decided to allocate resources from the One UN Coherence Fund for UNDP to address these needs.

II. **Strategy**

This programme consists of the following three components:

1. Direct support to DSDC and DTS ($30,000);
2. Support to DSDC and selected line ministries to strengthen the policy coordination and monitoring for NSDI implementation ($120,000); and
3. Assessment of national procurement system based on OECD methodology ($110,000).

1. Direct support to DSDC and DTS

The programme will assign a project officer/expert who will support DSDC and DTS in their effort to enhance Government leadership in donor coordination; promote efficient and transparent operation of sector coordination and NSDI; maintain flow of information within and between the donors and DSDC; and support the DTS office work. This component has been launched already in the form of a Project Initiation Document (PID), now being integrated into the present programme.

2. Support to DSDC and line ministries to strengthen capacities on policy coordination and monitoring of NSDI implementation

An effective implementation of NSDI calls for an appropriate policy coordination and monitoring system. This requirement will be addressed through the forthcoming one-year assistance by the World Bank (TF ends by September 2010) that manages the IPS multi-donor trust fund. This trust fund aims to address issues related to (i) NSDI implementation and monitoring, (ii) institutionalization of the IPS within a legal framework, and (iii) methodologies for policy, fiscal and regulatory impact assessments (RIA) across Government. It is expected that IPS trust fund will provide intensive support to central institutions (CoM, DSDC, and Ministry of Finance) and with a limited focus at line ministries level.

The present programme will provide support that will be necessary in leading to the launch of the above support provided by the World Bank and to respond to needs for technical assistance in addition to those foreseen by the World Bank project. It will include the following components:

2.1. Provide TA to high-level officials at line ministries to raise awareness and understanding of IPS implementation related process and implications for line ministries

Successful IPS implementation is fundamental to achieving the GoA's programme and supporting Albania's approximation to EU standards. Following the formation of the new Government in mid-2009, it is important for senior officials (General Secretaries and Deputy Ministers) to be updated and fully aware of the IPS cycle and related processes, requirements and implication of IPS implementation at line ministries, as well as their individual roles and responsibilities. The Secretary General of the Council of Ministers chairs a regular forum of all Ministry Secretary Generals. This body was used several times to convey information on IPS-related issues. With a newly elected Government, some changes of this body are expected. At the same time, as IPS is shifting from design to implementation and new processes and procedures are introduced, the role of Ministry Secretary Generals will become increasingly important. In some cases, Deputy Ministers have also played an important role in relation to policy coordination and monitoring processes.

This project will provide senior TA support to organise, at least two workshops with high level officials of line ministries (one for the General Secretaries and another one for the Deputy Ministers). The workshops will aim at raising awareness and understanding of high level officials of line ministries (especially the newly hired ones) on IPS, policy cycle, processes and procedures (related to NSDI, European Integration, MTBP, public investment and external assistance).

2.2.   Strengthen policy coordination and monitoring mechanisms for NSDI implementation at DSDC and selected line ministries through establishing a standardised coordination and reporting system at Sector Working Group (SWG)-level.

As fora for government-donor interaction, Sector Working Groups (SWGs) should play a greater role during the NSDI implementation and monitoring process.

There is little evidence so far of the proper functioning of SWGs. From over 35 working groups established on paper, only a few (mainly in Justice and Home Affairs) function regularly, while a considerable number either never met or proceed sporadically, leading to failure to benefit from the opportunities that these fora can offer on sharing and discussing co-ordination and monitoring issues.

Further operationalisation or in some cases vitalization of SWG's will be crucial over the next year. Their scope and role in policy co-ordination and monitoring of sector strategies, MTBP and external assistance should be strengthened. They should also be utilized to discuss potential joint programming between Government and donors where the future needs of the Government institutions could be identified and agreed.

Increased Government leadership in SWGs would facilitate their greater use in order to promote more effective long-term planning. In particular, their scope in policy co-ordination should also be developed in order to monitor issues relating to the numerous sector strategies.

In this context, this component should focus on providing technical assistance (combined international and local consultants) in order to establish a standardised template of "guidelines for the functioning of the SWGs", the role they can play in the process of policy and donor coordination, NSDI implementation and monitoring (including implementation and monitoring of sector and cross-cutting strategies). The guidelines will provide detailed standardised procedures on the way the SWGs should operate as well as detail specific roles and responsibilities of stakeholders involved. The guidelines will be jointly agreed by Government and donor representatives and introduced to SGWs.

A few priority pilot SWGs will be identified and selected at the start of project implementation. The technical assistance will provide hands-on support to the functioning of these working groups over a period of at least six months aiming to introduce some successful models of SWGs to be followed. Special emphasis will be put on ensuring ownership of line ministries in the functioning of working groups.

2.3.   TA for Monitoring the Paris Declaration - 2010 Monitoring Survey

In the course of joint DTS-DSDC work, the priority was identified of better understanding the survey and its indicators by both donors and GoA officials; this will help to better understand weaknesses and opportunities. During the several meetings it was agreed that some sessions of explanation to the donors and GoA officials are needed. This becomes more important as the new round of Monitoring the Paris Declaration is approaching. The 2010 Survey is expected to be launched by OECD/DAC during the first quarter of 2010.

This component will provide technical assistance (provided by specialised international consultants) to organise one or two workshops for the key stakeholders (donors and GoA), providing advice in completing the survey, DAC guidelines, interpret findings and assist the DSDC in the report-writing process.

3.   Assessment of national procurement system based on OECD methodology

In close consultation with key national institutions (such as Public Procurement Agency) and other donors (such as EC and World Bank), an assessment of national procurement system will be undertaken by the UN Procurement Capacity Development Centre based in Copenhagen, utilizing the methodology developed within OECD/DAC framework. The assessment will take stock of the

current baseline procurement capacity as a basis of monitoring its development, and identify specific areas that require further assistance in strengthening the national procurement system.

The assessment will look into legislative and regulatory framework, institutional framework and management capacity, procurement operations and market practice, and aspects related to integrity and transparency of the procurement system. In doing so, it will identify Baseline Indicators (BLIs) to capture the snapshot of current status for all these aspects, and also identify Compliance and Performance Indicators (CPIs) to enable to measure progress made.

The success of this activity is determined not only by the quality of the assessment itself but also by the level of donors buy-in with the outcome of the assessment. It is important that the donors would embrace the outcome of the assessment so that they would increasingly utilize the national procurement system as the national procurement system is strengthened over time. As such, a number of advocacy and consultative meetings are foreseen, including an advisory body (called *Sponsor Group*) in which key donors and national institutions will participate on a regular basis.

III. ANNUAL WORK PLAN

Year One (October 2009 – September 2010)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Government better able to implement NSDI and strengthen procurement systems *Baseline:* - *a. 0 results-based annual reports on NSDI implementation produced by line ministries* - *b. 0 Government institutions and officials participate in procurement capacity assessment* - *c. No procurement action plan in place* *Indicators:* - *a. # of results-based annual reports on NSDI implementation produced by line ministries* - *b. # of Government institutions and officials that participate in*	**Activity Result 1: DSDC better able to manage IPS process and monitor NSDI implementation** a. Direct support to DSDC and DTS - Recruit project officer/expert;						One UN Coherence Fund	Project Expert/Officer	USD27,778
	- Recruit project officer/expert;	X	X	X	X	UNDP			
	- Support DSDC including its effort to promote transparent operation of sector coordination and NSDI implementation;	X	X	X	X	DSDC; DTS			
	- Support DTS's office work and through it the efficient coordination within DIPs; and	X	X	X	X	DSDC; DTS			
	- Support information flow within DIPs and between DIPs and the Government.	X				DSDC; DTS			

	b. Support for NSDI monitoring and implementation				DSDC; UNDP	One UN Coherence Fund		USD111,111
procurement capacity assessment								
- *c. Procurement Action plan endorsed by Government*								
Targets:								
- *a. 14 results-based annual reports on NSDI implementation produced by line ministries*	- TA to organise 2 (two) IPS awareness workshops; one for the General Secretaries and another one for the Deputy Ministers	X	X				1. Mixed one International & one Local Expert	10% of the budget
- *b. 16 Government institutions and 50 officials participate in procurement capacity assessment*	- TA to establish a standardised reporting system to monitor the NSDI at the SWG level (Formulate a set of template guidelines for the identified pilot sectors)	X	X	X			2- International Experts	80%
- *c. Procurement Action Plan endorsed by Government*	- TA for Monitoring the Paris Declaration - 2010 Monitoring Survey (workshops + summarize and interpret results)	X	X	X			3- One International Expert	10%

Activity Result 2: Assessment of national procurement systems is completed and recommendations for short- and mid-term capacity development measures are formulated in an action plan			Responsible parties	One UN Coherence Fund	Sub-contract	USD101,852
- Mobilize stakeholders for capacity development;	X		UN Procurement Capacity Development Centre (PCDC); DSDC; DTS/DIPs; UNDP; Public Procurement Agency; Line Ministries.			
- Mobilize and design the assessment and assessment team;	X					
- Conduct capacity assessment and produce Procurement Assessment Report;	X					
- Summarize and interpret results;	X	X				
- Define capacity development responses; and		X				
- Formulate a Capacity Development Plan with both short-term (12 months) and mid-term (2010-2013) measures.		X				

Total Programme Budget				USD240,741
	One Coherence Fund	UN	Communication Fee (1%)	USD2,407
	One Coherence Fund	UN	GMS (7%)	USD16,852

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IV. MANAGEMENT ARRANGEMENTS

The Project will be managed under the National Implementation (NIM) modality under the leadership of the Department of Strategy and Development Coordination (DSDC), with the following implementation support provided by UNDP Albania:

    (a)   Day-to-day project support
    (b)   Offer expertise which is available in the international and domestic market
    (c)   Recruit necessary international or local expertise
    (d)   Coordinating intergovernmental or donor working groups and committees as agreed with the other members
    (e)   Carrying out tenders for procuring services and/or goods as per its rules and regulation
    (f)   Issuing contracts and making payments related to expenses incurred as part of project implementation
    (g)   Preparing and distributing periodic reports including financial reports

The project organisation structure will be as follows:
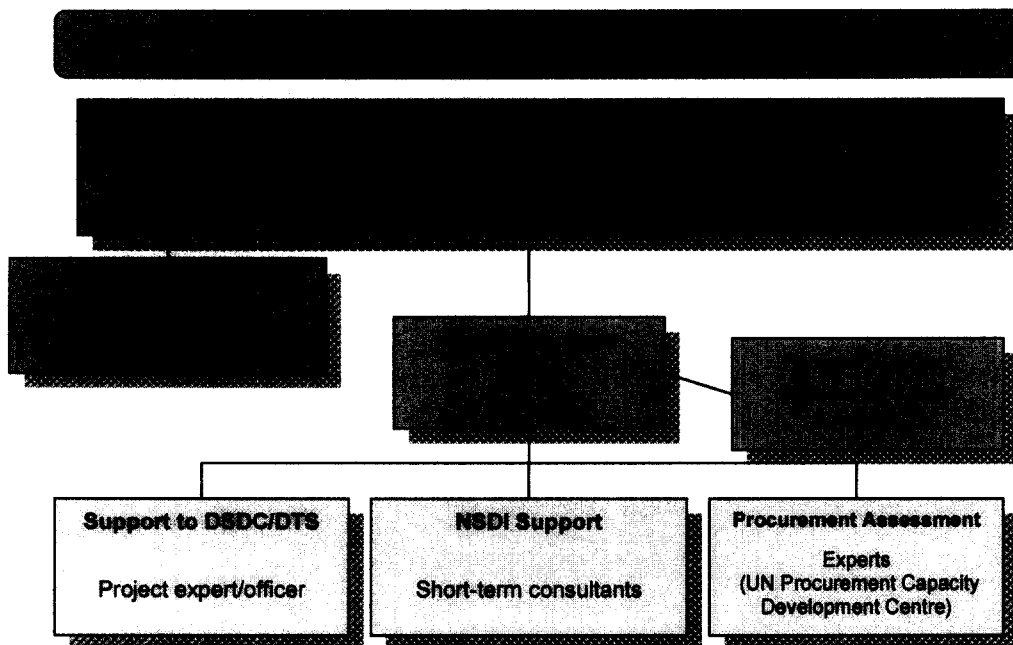
A Project Board – aimed to monitor and steer the strategic direction of the programme implementation – will be convened under the chairmanship of DSDC (Executive and Senior Beneficiary). The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the board is to ensure the realization of project results from the perspective of DSDC. UNDP and representatives of other pertinent institutions deemed appropriate by DSDC and UNDP will act as Senior Supplier. The Senior Supplier is the individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The Project Board will meet every three months or upon need. The first board meeting will convene following the approval of the present project document in order to discuss and agree on the following matters:

- How to ensure successful cooperation among parties involved
- How to ensure sustainability of the project; an action plan should be written for guaranteeing the use of the network and future development
- Timing of the project
- Timing of activities that relate to the work of the board in reviewing and supporting the project
- Discussion and endorsement of solutions and actions outlined in the procurement inception report, which was prepared by the UN Procurement Capacity Development Center in Copenhagen
- Adjusting and confirming the action-plan and strategies of the project
- Making decisions on the direction of the project if needed.

The UNDP Governance Cluster Manager will be in charge of **Project Assurance**. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are properly managed and completed. Project Assurance must be independent from the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. DSDC will be in charge of the overall monitoring of the project ensuring the achievement of results, with the support of UNDP.

In order to ensure smooth day-to-day operation of the project, a focal point within DSDC will be appointed as **Project Manager** to be responsible for project activities and will be accountable to the Project Board. S/he will be responsible, in close consultation with DSDC, UNDP and relevant donors for preparing a detailed project work plan and budget, reporting on day-to-day activities and progress of the project, and submitting quarterly progress and financial reports to UNDP and the Project Board. S/he will also be responsible for managing the project's finances according to acceptable, standard UNDP financial management rules and regulations and for maintaining all documentation related to the project. S/he will be supported by the UNDP Governance Cluster (**Project Support**) for administrative and finance related issues. A number of experts will be brought in to support the successful implementation of the various components of the project.

V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle
- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- An Issue Log will be activated in ATLAS and updated to facilitate tracking and resolution of potential problems or requests for changes.

- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect project implementation.

- Based on the above information recorded in ATLAS, Quarterly Progress Reports (QPR) will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

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➤ A Monitoring Schedule Plan shall be activated in ATLAS and updated to track key management actions/events.

<u>Annually</u>

➤ **Annual Review Report.** An Annual Review Report will be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report will consist of the ATLAS standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Evaluation

A formal UNDP evaluation may be conducted at the end of this project.

Quality Management for Project Activity Results

OUTPUT 1: Government better able to implement NSDI and strengthen procurement systems		
Activity Result 1 **(Atlas Activity ID)**	DSDC better able to manage IPS process and monitor NSDI implementation	Start Date: 1 October 2009 End Date: 30 September 2010
Purpose	NSDI does not yet have a proper result-based monitoring system. The purpose of this activity result is to establish this monitoring system and enable DSDC and line ministries to produce results-based reports.	
Description	The activity result will enhance DSDC capacities through an additional project officer and technical assistance through capacity development at secretary general / deputy minister level at line ministries and the creation of a standardised reporting system to monitor NSDI at SWG level. This system will introduce standard sector objectives, baselines and indicators as a basis for results-oriented reporting.	
Quality Criteria	**Quality method**	**Date of Assessment**
Enhanced understanding by Secretary Generals and Deputy Ministers of IPS and NSDI monitoring approach	Questionnaire for evaluation of training and including questions on how understanding on these issues has been advanced	Immediately following Workshop, 1st quarter and 2nd quarter
The standardised reporting system on NSDI and SWI is approved and reports are being prepared by line ministries and DSDC according to the new standard templates	Monitoring of the ministries' annual reports though Programme Officer	September 2010

OUTPUT 1: Government better able to implement NSDI and strengthen procurement systems		
Activity Result 2 **(Atlas Activity ID)**	Assessment of national procurement systems is completed and recommendations for short- and mid-term capacity development measures are formulated in an action plan	Start Date: 1 October 2009 End Date: 30 September 2010
Purpose	National procurement systems are still not compliant with international standards. Consequently the donors do not channel resources through national procurement systems. The capacity assessment and subsequent action plan aim to identify gaps and recommend capacity development measures.	
Description	Capacity Assessment of 16 national institutions and their procurement staff; assessment of legislation and sub-legislation and drafting of action plan that recommends concrete measures for improvement and capacity development	
Quality Criteria	**Quality method**	**Date of Assessment**
Number of institutions assessed	Quality Assessment Report	On a quarterly basis starting at beginning of project
Action plan endorsed by Government	Decision of Council of Ministers	September 2010
Number of Government officials that receive copies of the capacity development action plan	DSDC reporting back to project	June 2010

VI. LEGAL CONTEXT

This document and the CPAP signed by the Government and UNDP which is referenced to constitute a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

UNDP Resident Representative alone can make project revisions with regard to budget and timeframe. On substantive revisions, the approval and signature of Government will be required.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1

National Programme Officer
Support to the DTS and DSDC

1. BACKGROUND

Bilateral and multilateral donors began to discuss the problem of donor fragmentation, duplication of effort and lack of absorption of donor assistance in early 2003. The European Commission, UNDP, OSCE and the World Bank were given stewardship of the coordination process by the donor community in-country, supported by efforts of a number of bilateral donors and international organisations. The Government thereafter responded with similar action.

In March 2003, the high point of donor fragmentation coincided with the emergence of an in-country donor initiative to create a coordination mechanism more suited toward long-term social and economic development. In December 2003 the final compromise resulted in the "Donor Architecture" was approved by the December 2003 Roundtable.

The series of international conferences in Monterrey, Rome, Paris and Accra have directly inspired donors to change behaviour, but as well signals from donor headquarters have been vital to confirm that donors should coordinate. The Integrated Planning System (IPS) proposal and decision to implement has inspired donors to be more willing to coordinate, perhaps most intensively around the IPS itself.

The Donor Technical Secretariat, created in 2004, initially was a working committee of high-level official representatives of the four lead multilaterals (WB, EC, UNDP and OSCE). In May 2005 the DTS was transformed into having a physical office as well as retaining the original DTS steering committee. In November 2008 the DTS expanded with two bilateral donors (the Netherlands and Germany) that will rotate in yearly basis.

The main features of the Albanian coordination system are:

- Donor Architecture of 2003: an agreement of the donor community to allow 4 multilaterals to lead the process reporting to all donors on a regular basis, based on the work of a large number of sector working groups

- The twin steering and logistical functions since 2004: mirrored donor community and Government bodies that are able to operationalise the will of both to improve aid effectiveness

- New Government planning and budgeting mechanism IPS: a State-of-the-Art internal coordination system to transform vision and policy into multi-annual budgeting, programming, implementation and monitoring/evaluation

The current "Donor Architecture" of Albania is led by the Donor-Government Roundtables in which high level Government officials and Donor Heads of Mission address strategic issues of coordination. It is chaired by the Deputy Prime Minister and it monitors major progress in improved aid effectiveness and provides a forum for Government-Donor dialogue on critical issues.

The DTS has provided logistical and advisory support to the Roundtables, Development Counsellor Meetings, the Sector Working Groups, Monitoring of Paris Declaration and other donor events. The DTS keeps contact with the Government through the Department of Strategy and Donor Coordination at Prime Minister's Office and facilitates wider information exchange with donors and Government.

As the "exit strategy" of the DTS is still being discussed in view of increased leadership of the Government in donor coordination, the DTS still has a distinct role to play vis-à-vis the donor community and DSDC, which requires the support of a dedicated programme officer. Reflecting this transitional nature of DTS in support of national capacity and ownership, the DTS programme officer will now have dual reporting lines to the Chair of DTS and Director of DSDC.

2. DESCRIPTION OF THE ASSIGNMENT

➢ Global Objective

The objective will be to contribute in improving the overall efficiency and effectiveness of aid management through monitoring the establishment of more structured, open and transparent Government-Donor and Donor-Donor coordination in Albania.

We are seeking to create a structured, mutually monitored coordination and harmonisation process based on the Paris Declaration's 12 indicators at the central and sector level. With transparency, peer pressure and facts we will try to adjust our behaviour for improved aid effectiveness. The Harmonisation Action Plan (HAP) will set out the agreed domestic targets of the Government and donor community for the 12 indicators. The HAP now being drafted will work in conjunction with the IPS to form a mechanism which will gradually reduce the space available for donor fragmentation.

A nationally owned monitoring system serves as a critical accountability mechanism for all government and donor stakeholders. Such a system can provide upward pressure for improvement. And through the transparency of information stemming from it, it also can provide a catalyst for greater citizen engagement in development processes and for demanding greater effectiveness of government.

➢ Specific Objectives

- Increasing transparency in the external assistance to Albania in line with the international community's commitments made at the Paris (March 2005) and Accra (September 2008) High-Level Forum on Aid Effectiveness.

- Enhancing government (GoA) leadership in aid donor co-ordination and development of a donor/donor and government road map for aid effectiveness.

- Increasing the use of Sector Working Groups (SWGs) and their structures as forums for implementation of the associated sector strategies.

> Requested Services

Provision of one full-time to cover the following tasks:

A - Support to enhancing government leadership in donor co-ordination

- Serves as an adviser in issues related to the Paris Indicators. Support to the DTS and DSDC in taking the necessary steps toward meeting Paris Declaration targets and in implementing the commitments of the Accra Agenda for Action (AAA);

- Support to the DTS and DSDC in establishing the Harmonisation Action Plan (HAP); establishing domestic targets of the Government and donor community for the 12 indicators as well as its reporting process. Provide support to the process of identifying areas for progress in order to meet targets of the Paris Declaration.

- Provide advise/support to the National Coordinators (in DSDC and MoF) and donors in completing the 2010 Monitoring Survey that will monitor the progress made toward meeting the targets of 12 indicators on donor harmonisation in support of better aid management, defined in the Paris Declaration.

- Support DSDC as it acts as the Government Focal Point during 2010 Monitoring Survey process; support in collecting data also by facilitating timely inputs from DTS; checking data against OECD guidelines; making sound analysis of the quality of the dataset received by donors; establishing the reliability of the dataset through control checks; providing donor community with guidelines.

- Provide support to GoA (DSDC) in establishing a country Methodology for Assessment of National Procurement Systems (OECD/DAC Methodology) intended to provide a common tool which developing countries and donors can use to assess the quality and effectiveness of national procurement systems. Support the assessment missions and participate as member of the assessment team during the assessment process.

- Provide support to DSDC for the preparation of External Assistance annual report and donor coordination related reporting.

- Prepares regular reports/documentation related to areas of responsibility, advocates and promotes awareness and understanding of donor co-ordination with special emphasis on the relevant areas managed.

B - Support for efficient and transparent operation of sector co-ordination and NSDI Monitoring

- Support/advise the DSDC, DTS, and donor community, including donor focal points (FP) in co-ordination, optimization and/or harmonization of sector working group (SWG) structures.

- Support DSDC and donor FPs in preparing and disseminating reports on SWG activities; facilitate DSDC and FPs in reporting these activities to the donor community (at Development Counsellors meetings; through Government-Donor Dialogue, etc.);Support DSDC in its efforts to transform the SWGs in forums for effective monitoring of NSDI implementation and to improve the performance indicators to monitor the strategies.

- Support DSDC in handling assessment missions that identify the issues, challenges and opportunities in the improvement of the indicator system around the NSDI.

C – Maintain the flow of information: information exchange

- Support DSDC to further improve information exchange with the donor community

- Issue monthly Government-Donor Dialogue Newsletter. Collects information from donors and the government counterparts. Publishes the newsletter into a set format.

- Update interactive website to host donor co-ordination materials (including donor database, donor and Sector Working Group activities as well as GoA documents/activities related to donor co-ordination).

- Support DSDC to capture information about external assistance and contribute on updating periodically the DSDC database

- Contribute on the issues related to the donor co-ordination, identifies best practices and explores regional and worldwide knowledge on establishing and maintaining an information centre

D – Support DTS office operations

- Assist the DTS Chairperson in holding/calling/hosting the following meetings/events:
  - Bi-weekly DTS Steering Committee meetings
  - DTS Heads of Agency meetings
  - Development and Integration partners' meetings
  - Joint DSDC-DTS meetings
  - Other donor meetings as matters arise

- Provide advisory support to these donor events. Maintain regular contacts with the donor community.

Provides NPO services related to inputs to the functions of the Chair of Donor Technical Secretariat, is member of various task-forces.

> ➤ **Required Outputs**

Prepare regular progress reports on different office activities and meetings. Reports will be submitted regularly to the DTS Chairperson, DTS Steering Committee, DTS Heads of Agency meetings joint DTS-DSDC meetings and Development Counsellor's meetings.

Prepare agendas for the DTS Steering Committee Meetings, DTS Heads of Agencies (HoA) Meetings, Development Counsellors Meetings, Joint DTS-DSDC Meetings, Donor Roundtables, and other events called by the DTS Chairperson.

3. PROFILE

> ➤ **The required profile**

The consultant is required to propose 1 Category III NPO is required for the assignment

The NPO is expected to hold an advanced university degree in government/politics/ public administration/ management/ development or other relevant discipline.
The NPO is expected to have:

- At least five years professional experience, preferably in project/programme management and/or with a development-oriented international or national organisation.
- Knowledge of the donor coordination structure in Albania.
- Knowledge of the central government structures and the composition of the donor community in Albania.
- Experience of dealing with the Government of Albania, preferably in the areas of donor co-ordination and/or government program planning, monitoring or management.
- Knowledge of the Paris Declaration, its indicators, and global and local efforts in increasing aid effectiveness.
- Experience in management information systems in terms of needs assessment, implementation and training.

➢ Skills

- Excellent drafting and presentation skills.
- Capacity to communicate clearly in written and spoken form, to present complex matters in a summarised and simple manner.
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multi-cultural environment. Should be proactive and have the ability to work with all team members: the Department for Strategy and Donor Coordination, line ministries, advisors, members of the DTS agencies, and donor representatives.
- Ability to identify, analyse and summarise key points in verbal and written form
- Analytical judgment, results-orientation and efficiency in a multi-tasking environment.
- Capacity to process large amounts of information and to maintain records in good order
- Ability to work under pressure, to respond quickly to new demands
- Experience with MS Office package and experience with updating websites

➢ Working languages

The NPO must speak English and be able to communicate fluently in written and spoken Albanian.

Annex 2

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation.

RISK LOG

#							
1	Major restructuring in the Albanian government	Prior to project beginning	Political	*Probability: 2* *Impact: 4*	Work closely with the government to ensure that it is still important and that any re-engineered organization must support it	Project Board	
2	Insufficient coordination with other donors working in support of NSDI implementation	Prior to project beginning	Operational	*Probability: 4* *Impact: 3*	Actively seek information related to progress made in the other relevant initiatives both directly from the donors and through DSDC	UNDP Project Assurance	
3	Loss of interest and/or lack of genuine interest among stakeholders (donors in particular) to promote Paris agenda	Prior to project beginning	Operational	*Probability: 3* *Impact: 4*	Continue to update and retain interest of all stakeholders through variety of inclusive measures.	Project Board	

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Annex 2

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation.

RISK LOG

#							
1	Major restructuring in the Albanian government	Prior to project beginning	Political	*Probability: 2* *Impact: 4*	Work closely with the government to ensure that it is still important and that any re-engineered organization must support it	Project Board	
2	Insufficient coordination with other donors working in support of NSDI implementati on	Prior to project beginning	Operati onal	*Probability: 4* *Impact: 3*	Actively seek information related to progress made in the other relevant initiatives both directly from the donors and through DSDC	UNDP Project Assurance	
3	Loss of interest and/or lack of genuine interest among stakeholders (donors in particular) to promote Paris agenda	Prior to project beginning	Operati onal	*Probability: 3* *Impact: 4*	Continue to update and retain interest of all stakeholders through variety of inclusive measures.	Project Board	

Annex 3

Mission report

Scoping mission for conducting a OECD/DAC procurement assessment in Albania,

May 25-28

Jesper Pedersen, Procurement capacity advisor, UN-PCDC

1. Background

The Government of Albania, in cooperation with the Donor Technical Secretariat in Albania, is preparing a Harmonized Action Plan with recommendations for the steps that need to be undertaken in order to meet Paris Declaration (PD) Indicators by 2010 addressing the findings of the 2008 Survey on Monitoring Indicators of the PD.

Two of the PD Indicators relate to Public Procurement:
2b: Reliable country public procurement system
5b: Use of country procurement systems

One of the key findings in Albania relating to these indicators is that "the Government of Albania is lacking a methodology in assessing the quality of its public procurement systems" and the government is now looking at the possibilities of establishing such a methodology.

The Joint Venture for Procurement under the OECD/DAC has developed a Methodology: "Common Benchmarking and Assessment Methodology for Public Procurement Systems" for the Assessment of Public Procurement Systems which is designed to be a common tool which partner countries and development partners can use to assess the quality and effectiveness of national procurement systems.

The advantages of this Assessment Methodology are that:
- it takes the form of an "international standard" i.e. a description of international good practice against which a national procurement system can benchmark.
- the Methodology can also be used to assesses the compliance and performance of the public procurement system as it is applied in practice.
- the results of the assessment can be used as input to the formulation of a capacity development plan to address any capacity gaps identified.
- the results of the assessment can likewise be used by development partners as input into decision making about use of country systems.
- the results of the assessment are the basis for reporting on indicator 2b in the Paris Declaration Monitoring Survey.

The methodology operates with two sets of indicators Baseline Indicators (BLI) and Compliance & Performance indicators (CPI). The BLIs are a snapshot of the public

procurement system and the indicators are scored against agreed international standards. The CPIs measures the actual implementation and practices of the public procurement framework. The OECD/DAC JV for Procurement has developed a suggestive list of the CPIs but an agreed international standard does not exist[1].

The key objective of the mission was to (1) to facilitate a workshop (one-day) with key stakeholders from the Government of Albania and its development partners to present the JV Assessment Methodology and to discuss its application in Albania and; (2) Following the outcome of the workshop, discussions and meetings with key stakeholders to plan the way forward.

2. Situational analysis

The Joint Venture for Procurement under the OECD/DAC has developed a Methodology: "Common Benchmarking and Assessment Methodology for Public Procurement Systems" for the Assessment of Public Procurement Systems which is designed to be a common tool which partner countries and development partners can use to assess the quality and effectiveness of national procurement systems.

The advantages of this Assessment Methodology are that:
* it takes the form of an "international standard" i.e. a description of international good practice against which a national procurement system can benchmark.
* the Methodology can also be used to assesses the compliance and performance of the public procurement system as it is applied in practice.
* the results of the assessment can be used as input to the formulation of a capacity development plan to address any capacity gaps identified.
* the results of the assessment can likewise be used by development partners as input into decision making about use of country systems.
* the results of the assessment are the basis for reporting on indicator 2b in the Paris Declaration Monitoring Survey.

The methodology operates with two sets of indicators Baseline Indicators (BLI) and Compliance & Performance indicators (CPI). The BLIs are a snapshot of the public procurement system and the indicators are scored against agreed international standards. The CPIs measures the actual implementation and practices of the public procurement framework. The OECD/DAC JV for Procurement has developed a suggestive list of the CPIs but an agreed international standard does not exist[2].

In 2006 the World Bank in close cooperation with the Public Procurement Agency (PPA) carried out an assessment[3] following the OECD/DAC Common Benchmarking and Assessment Methodology for Public Procurement Systems, which at the time was in the pilot phase. The assessment showed major deficiencies in the Public Procurement system in Albania at the time. However, the assessment was carried out in at a time where the Government of Albania were in the process of revising the legal and regulatory framework governing public procurement and this may have influenced the assessment results. The World Bank and PPA have been planning to update the 2006 assessment but the timing has not been opportune before now and therefore the initiative from the Government of Albania with the support of DTS is timely and supports the ongoing initiatives in the sector.

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[1] For further details please see the website for the OECD/DAC Joint Venture for Procurement: www.oecd.org/dac/effectiveness/procurement
[2] For further details please see the website for the OECD/DAC Joint Venture for Procurement: www.oecd.org/dac/effectiveness/procurement
[3] The assessment only included BLIs not CPIs

The assessment of 2006 included a number of recommendation, which to large extend have been taken onboard by the PPA and implemented in the past three years. Major achievements in improving the Public Procurement system includes the enactment of a new procurement law in 2007 based on the EU directive on public procurement, the introduction of e-procurement in 2008 and the creation of the Procurement Advocate institution. The PPA is targeting that all procurement cases[4] in 2009 will utilize the e-procurement system thus providing increased transparency, accountability and competition compared to traditional paper based procurement.

The Government of Albania have shown commitment to address identified weaknesses in the public procurement both politically and in terms of providing additional funding to ensure the roll-out of the e-procurement system. Since 2006 the PPA have also received assistance from EC, World Bank and especially USAID through the MCC. MCC have supported the development and implementation of e-procurement and the creation of the procurement advocate, EC support have primarily been to support legal reform while the World Bank have supported institutional reform such as complaints mechanisms. USAID are planning an assessment targeted at the e-procurement system implemented with the MCC support but will await results of the broader procurement assessment following the OECD/DAC methodology.

The general consensus among Government of Albania and development partners is that the public procurement system has improved significantly since the last assessment and all stakeholders met during the mission are in favour of carrying out a new comprehensive assessment with objective of (1) report on the Paris Declaration indicators 2b & 5b; (2) identify weaknesses in the public procurement system and develop a capacity development plan based on the assessment and; (3) use the assessment as the basis for discussions on increased use of country procurement systems as agreed in the Paris Declaration and the Accra Agenda for Action.

3. Action plan for procurement assessment

At the workshop as well as in individual meetings with the key stakeholders it was stressed that the assessment needs to take place in 2009. This is certainly feasible however it does require that all parties work together to meet the deadlines outlined in this mission report.

3.1 Scope of assessment

The Methodology provides a detailed and operational assessment framework under four pillars:

- Legislative and regulatory framework (pillar 1)
- Institutional framework and management capacity (pillar 2)
- Procurement operations and market practices (pillar 3)
- Integrity and transparency of the procurement system (pillar 4)

The four pillars are sub-divided into 12 indicators and a total of 54 sub-indicators. Moreover, each sub-indicator consists of a double set of indicators:

- Baseline indicators (BLIs): Measure the quality of the legal system, formal arrangements, and structures in place in a given area. The assessment result

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[4] Excludes all minor procurement cases below the threshold set by PPA and all single-source procurement cases

3

for each indicator is summarised in a score between 0 and 3, three being the highest score.

- Compliance and Performance Indicators (CPIs): Measure the level of compliance and performance in practice achieved in the area.

To facilitate the use of the OECD-DAC assessment results in a broader capacity development process, this assignment will broaden the diagnostic approach of the OECD-DAC framework to also include an explanatory dimension. In this way, the focus of the World Bank assessment on "which" systems are in place will be expanded to collect data "how" these work in practice, and importantly also on "why" this is so, hereby providing the important starting point for defining actual capacity development strategies.

As a result of the need for the explanatory focus, a qualitative data collection approach is recommended as well as the quantitative approach recommended by the OECD-DAC framework.
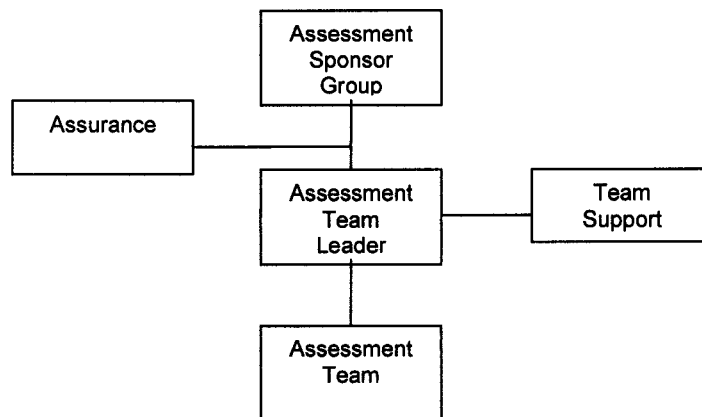
The inclusion of CPIs, which wasn't included in the 2006 procurement assessment will provide a better picture of the implementation of the various initiatives of the PPA as well as provide better input into the capacity development plan. Furthermore, the CPIs should be developed in a manner that allows PPA to use some of them as key performance indicators in their future monitoring of the capacity and performance of the public procurement system including monitoring of the usage and benefits of the e-procurement system. PPA with the support of DSDC and DTS can and should already now begin to develop CPIs.

The assessment will focus primarily on the central government level, however a small sample of local Government units should be included in the assessment. Taking into consideration timing and cost issues it is suggested that approx. 6-8 central Central Government entities and 2-3 local Government entities are included in the assessment. The central Government entities should be the main spending units while local Government units should be situated close to Tirana.

3.2 Assessment team

It was agreed by all parties that the assessment team should be a joint assessment team led by Government of Albania with support from external consultants and development partners. The organisation of the assessment team could be as follows:

Given the scope of this capacity assessment, a well structured team will be required to manage and execute the work. The structure and definition of this team is described below:

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              ┌──────────────┐
              │  Assessment  │
              │   Sponsor    │
              │    Group     │
 ┌──────────┐ └──────┬───────┘
 │ Assurance│────────┤
 └──────────┘        │
              ┌──────┴───────┐    ┌──────────┐
              │  Assessment  │    │   Team   │
              │     Team     │────│ Support  │
              │    Leader    │    └──────────┘
              └──────┬───────┘
                     │
              ┌──────┴───────┐
              │  Assessment  │
              │     Team     │
              └──────────────┘
```

- **Assessment Sponsor Group** – The Sponsor Group will be responsible for senior management oversight, guidance, and decision-making for the assignment. It is presumed that the Director of PPA and the Director of DSDC will be a member of this Sponsor Group as well as representatives from the DTS and possibly members from other coordinating government units. The Sponsor Group will advise and guide the Assessment Team Leader, and will be informed by the Team Leader regarding status as well as key risks and issues to be addressed by the Assessment Sponsor Group.

- **Assessment Team Leader** – The Team Leader is a full-time resource managing and leading the conduct of the assessment assignment; this resource is expected to be external consultant.

- **Team Support** – The Team Support area will provide support for project approach and administrative areas, managed by the Team Leader through the following role:

  o **Administrative Support** – part-time resource(s) providing administrative and data collection and analysis support to the project; these resources are expected to be government representatives.

- **Assurance** – The Assurance area will provide overall assurance in the conduct of the assessment and quality of the approach and outputs; this area will be supported through the following role:

  o **Procurement Assessment Expert** – a part-time resource supporting the design and conduct of the capacity assessment; ensuring a quality approach and design as well as quality deliverables and actionable plans.

- **Procurement Assessment Team Members** –

To conduct the procurement assessment across the contracting entities and other relevant institutions a team consisting of two staff members from PPA and one or two staff members provided by the development partners will be needed. They will all take guidance from the assessment team leader. The assessment team can include 1-2 national consultants if deemed necessary. A procurement expert with legal expertise (external consultant) will also be part of the team to assist in the review of the legal framework.

For a successful outcome within the timeframe it is important that the Assessment sponsor group and the Assessment team is identified as soon as possible and begin to develop the design even before the external consultant(s) is identified. It is key that PPA take on a major role in the design and actual implementation of the assessment in order for PPA to develop the capacity to manage future assessment on their own and use the CPIs as on-going monitoring of the performance of the public procurement system. In that sense the assessment exercise itself is further enhancing the institutional capacity of PPA to perform its duties.

3.3 Work plan

	Task Name	Deliverables	Scheduling	Responsibility
1.	**Mobilise and Design**		June 1-September 8	
2.	Submission of scoping report	Scoping report	June 5	UNPCDC
3.	Agreement on scope and finalisation of ToR	ToR	June 12	PPA, DSDC, DTS, UNPCDC
4.	Identify external consultant(s)	RFP - contract	June 19 – September 8	DTS, DSDC
5.	Identify national assessment team		June 19	PPA, DSDC
	Define CPIs	CPIs	August 1-September 25	PPA, external consultant(s) & DTS
6.	**Conduct Assessment**		September 21-October 23	
7.		CPIs	September 21-25	PPA, external consultant(s)
8.	Design data collection and interview guides		September 28-October 2	PPA, external consultant(s)
9.	Design Review Session	Minutes and changes	October 5-9	PPA, external consultant(s)
10.	Finalise desired CPIs, levels, schedule, plans and communications	Final Assessment methodology & plan	October 5-9	PPA, external consultant(s)
11.	Assessment of indicators	Assessment results	12 October-23 October	PPA, external consultant(s)
12.	**Summarise and Interpret Results**			
13.	Collect, analyse and interpret assessment results	Analysis of results	26-30 October	PPA, external consultant(s)
14.	Conduct de-briefing sessions with relevant stakeholders	De-briefing notes	2-6 November	PPA, external consultant(s)
15.	**Define Capacity Development Strategies**			
16.	Develop capacity development strategies	Draft strategies	9-13 November	PPA, external consultant(s)
17.	Develop high priority short-term activities	Quick wins	9-13 November	PPA, external consultant(s)
18.	Draft capacity assessment report	Draft assessment report	16-20 November	external consultant(s)
19.	Assessment Results and strategies session	Minutes and changes	16-20 November	PPA, external consultant(s)
20.	Finalise capacity assessment report	Final assessment report	16-20 November	external consultant(s)

3.4 Budget and funding
To be able to conduct the assessment within 2009 a key requirement is that sufficient budget is provided for external consultants. It is expected that the input of external

consultants will be approx. 60-70 consulting days. A tentative budget with rough estimates is provided below.

Input	Cost estimate
External consultant – team leader 60 days	USD 60,000
External consultant – Legal review 10 days	USD 10,000
Air fare Europe- Tirana x 4	USD 10,000
Stakeholder workshops x 4	USD 5,000
Contingencies – additional consulting days, air fare, workshops, printing, transport, admin costs	USD 15,000
Total	USD 100,000

The budget does not include any cost incurred by the Government of Albania or development partners for staff that needs to be released from regular duties to participate in the assessment. Furthermore, it is assumed that the quality assurance role is provided as in-kind contribution from the development partners (UNDP, WB and/or EC). In terms of funding the DTS suggested that the assessment may be funded under the One UN Programme. The key requirement is that the regardless of the funding source the Government of Albania is taking an active and leading role in the assessment, that the assessment is recognized as joint product of the Government and the development partners and that the outcomes of the assessment are widely accepted.

3.5 Stakeholders engagement

A successful assessment depends not only on a strong design and methodology but also on support from all stakeholders involved. During the workshop and meetings with Government and development partners all parties gave their unambiguous support to the assessment. However there are a number of other stakeholders that need to be engaged to ensure a successful outcome. The mission did not allow for a comprehensive stakeholder analysis and it will be the responsibility of the Assessment Sponsor Group to identify all relevant stakeholders and decide on the best possible way to engage them as necessary. The below table provides a quick overview including possible engagement strategies and roles.

Organisation/Institution	Engagement strategy
Main ministries – largest spenders	Will be assessed and must be sensitized to the objectives and methodology of the assessment. A contact person should be identified early on to facilitate data collection. Should also participate in validation process and possibly in providing inputs to develop capacity development plan
Local government units	Will be assessed and must be sensitized to the objectives and methodology of the assessment. A contact person should be identified early on to facilitate data collection. Should also participate in validation process and possibly in providing inputs to develop capacity development plan

Association of local governments	Should be aware of the assessment
Supreme audit institution	Should be part of the interviewees during the assessment and should be sensitised to the assessment. During the scoping mission it was suggested that audit function may be weak in overseeing procurement
Procurement advocate	Key stakeholder and could be part of the assessment sponsor group
Ministry of Finance	Could be part of the assessment sponsor group
NGO/Civil society	A mapping of NGOs/civil society organisations involved in the
Media	Should be aware of Government initiatives to further improve public procurement
Private sector associations/companies	Valuable source of information for the assessment. Second half of the equation in public procurement. Needs to be engaged and
Anti-corruption agency	????
Parliament	????

Annex 1: ToR for external consultants

The OECD-DAC Methodology for Assessment of National Procurement Systems provides a standard representing international good practice against which a national procurement system can be measured. The Methodology provides a detailed and operational assessment framework under four pillars:

- Legislative and regulatory framework (pillar 1)
- Institutional framework and management capacity (pillar 2)
- Procurement operations and market practices (pillar 3)
- Integrity and transparency of the procurement system (pillar 4)

The four pillars are sub-divided into 12 indicators and a total of 54 sub-indicators. Moreover, each sub-indicator consists of a double set of indicators:

- Baseline indicators (BLIs): Measure the quality of the legal system, formal arrangements, and structures in place in a given area. The assessment result for each indicator is summarised in a score between 0 and 3, three being the highest score.
- Compliance and Performance Indicators (CPIs): Measure the level of compliance and performance in practice achieved in the area.

To facilitate the use of the OECD-DAC assessment results in the broader capacity development process, this assignment will broaden the diagnostic approach of the OECD-DAC framework to also include an explanatory dimension. In this way, the focus of the World Bank assessment on "which" systems are in place will be expanded to collect data "how" these work in practice, and importantly also on "why" this is so, hereby providing the important starting point for defining actual capacity development strategies.

As a result of the need for the explanatory focus, a qualitative data collection approach is recommended in contrast to the quantitative approach recommended by the OECD-DAC framework.

Approach
The assessment will follow the UNDG approach to assessment and capacity development which includes the following steps:
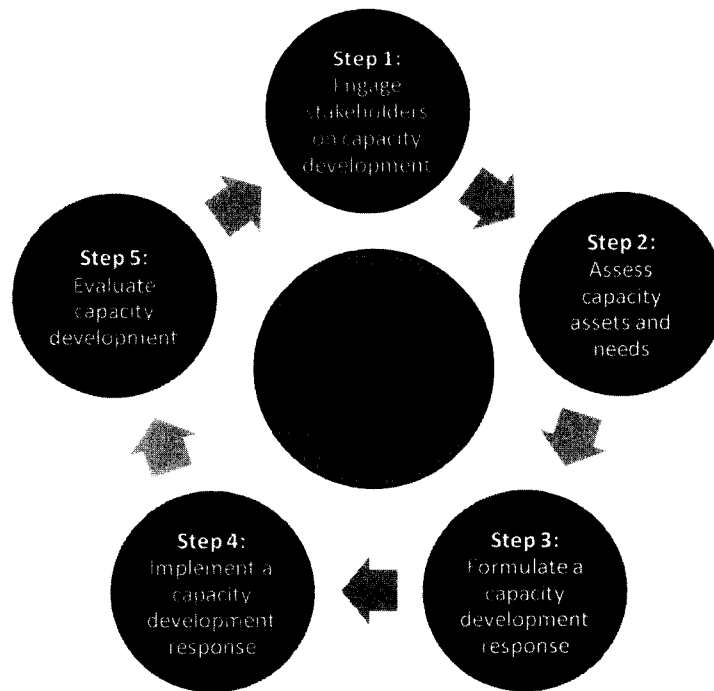
Full details of the approach can be seen in the UNDP Practice Notes on Capacity Assessment and on Capacity Development and the UNDP Capacity Assessment User Guide.

This assignment includes Steps 1 to 3 of this Capacity Development Process and the activities to be conducted under each of these steps are as follows:

Step 1: Engage stakeholders on capacity Development:
1a.   Mapping key partners to involve in the capacity development process
1b   A discussion on development priorities
1c   Consensus-building on the need to establish capacity development as a political priority

Step 2: Assess capacity assets and needs
2a   Mobilize & design
2b   Conduct the capacity assessment
2c   Summarize & interpret results

Step 3: Formulate a capacity development response
3a   Define a capacity development response
3b   Define progress indicators for the capacity development response
3c   Cost the capacity development response

1. Assignment Deliverables

The key deliverables to be produced as a result of this assignment include:
   a) Procurement Assessment Report – this report will contain results of the procurement assessment .
   b) Capacity Development Plan including:

- o Short-Term Capacity Development Plan – a detailed work plan to implement short-term solutions ("quick wins") within 12 months of completing the assessment. This work plan must contain tasks to be conducted for each solution area, and for each task. The plan must articulate deliverables, effort estimates, cost estimates, timeframes, dependencies/relationships with other tasks, and suggested responsibilities. The plan must note suggested milestones and decision points.
- o Medium-term Capacity Development and System Strengthening Plan – a high-level work plan to implement medium-term capacity development strategies for the period 2010-2013. This work plan must contain high-level tasks to be conducted for each strategy, and for each task the plan must articulate deliverables, timeframes, estimated costs, dependencies/relationships with other tasks, and timeframes. In addition, this plan must identify suggested prioritization of strategies and their dependencies.

In addition to these key deliverables, the assignment will produce the following working deliverables:

- Minutes and assigned actions (with timeframes from the Design Review Session and the Assessment Results and Strategies Session.
- For each technical and functional capacity assessment area:
  - o Plan and approach
  - o Data collected (in raw form)
  - o Issues log
  - o Notes and recommendations
  - o Minutes of key meetings.

2. Specific Tasks

The assignment will consist of a procurement capacity assessment covering the scope as described in section 2 and the deliverables as described in section 3.

The following steps guide the capacity assessment process and are recommended in undertaking a capacity assessment exercise.
1. Mobilise and Design
2. Conduct the Procurement Assessment
3. Summarise and interpret results
4. Define Capacity Development Responses

These steps are intended to deepen local engagement and dialogue around process, strategies, and intended results and to build consensus around them.

In order to meet the above requirements, the team is expected to carry out the following tasks:

4.1. Mobilise and Design

a) Collect and review key documents and strategies related to public procurement in Togo relating to all civil service bodies involved in the procurement process as well as other stakeholders involved in the procurement process.

b) Confirm assessment objectives, needs and expectations with stakeholders.

c) Conduct procurement assessment team kick-off activities to train the team in the assessment approach and methodology.

d) Adjust the procurement assessment methodology and work plan as required based on stakeholder communications and review of key documents.

e) Define CPI and articulate assessment questions.

4.2. Conduct Procurement Assessment

f) Design Review Session – Review CPIs, assessment methodology, deliverables, team work plan, milestones, meetings, and communications collectively with stakeholders.

g) Finalise CPIs, assessment methodology, deliverables, team work plan, milestones, meetings, and communications.

h) Assess each indicator as articulated in the assessment methodology, including meetings and interviews at the ministry/sector level, regional level, and district level, conducted with relevant stakeholders including government authorities, NGOs, civil society organizations, and development partner agencies.

4.3. Summarise and Interpret Results

i) Collect, analyse, assign ratings, and interpret capacity assessment results.

j) Organise and conduct de-briefing sessions and/or communications with relevant stakeholders contacted as part of the assessment to explain findings.

4.4. Define Capacity Development Strategies

k) Based on the procurement assessment results, develop draft capacity development strategies and plans to address capacity gaps and needs, including strategies, indicators, costs, schedules, and deliverables.

l) Based on the procurement assessment results and target capacity development timeframes, define high-priority short-term capacity development activities to deliver results within 3-12 months.

m) Prepare a draft procurement assessment report including assessment results and analysis, capacity development strategies and plans, and short-term capacity development activities.

n) Assessment Results & Strategies Session – Present procurement assessment report, strategies, and plans collectively to relevant partners and capture recommended updates and changes.

o) Finalize the procurement assessment report based on comments and suggestions from the review session; the final capacity assessment report should be completed no later than 10 work days after receiving feedback from relevant partners.