



Second Interim Report

European Commission Service Contract No. 2010/248-580
for

“Training in Public Procurement in the Western Balkans and Turkey”

(Project identification no. EuropeAid/12974/C/SER/Multi)

Period: 1 April - 30 September 2011

Part A: Narrative (Technical) Section

Date: 03 November 2011
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This project is implemented by a consortium of *ITCILO and ADETEF*,

The opinions and statements made in this document are those of the Consultant implementing the Project. They are not approved and nor do they reflect the official position or views of the European Commission.

This report has been prepared as a team effort by the project's key experts.



Abbreviations and Acronyms

CA	Contracting Authority
EC	European Commission
EU	European Union
KIK	Kamu Ihale Kurumu (Turkish PPA)
KIPA	Kosovo Institute of Public Administration
IPA	Instrument for Pre-accession Assistance
ITCILO	International Training Centre of the International Labour Organization
MoF	Ministry of Finance
NFP	The Consultant's National Focal Point resident in the capital city of each Beneficiary
OECD	Organization FOR Economic Co-operation and Development
PP	Public Procurement
PPA	Public Procurement Authority
PPO	Public Procurement Office
PPP	Public-Private Partnership
PPRC	Public Procurement Regulatory Commission
RESPA	Regional School for Public Administration
SC	Steering Committee
SEIO	Serbian European Integration Office
SIGMA	Support for Improvement in Governance and Management
SUK	Human Resources Management Service (Serbia)
TLA	Turin Learning Approach
TNA	Training Needs Assessment
TOT	Training Of Trainers
USAID	United States Agency for International Development



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Project's Data Sheet

“Training in Public Procurement in Western Balkans and Turkey”

Project Identification Number:	EuropeAid 129724/C/SER/Multi
EC Service Contract Number:	2010/248-580
Beneficiary Countries:	Albania, Bosnia & Herzegovina, Croatia, Macedonia, Montenegro, Serbia, Kosovo (under UNSCR 1244/99) and Turkey
Contracting Authority:	European Union, represented by the European Commission / DG Enlargement (for and on behalf of the Beneficiaries)
Consultant:	A consortium of ITCILO (Italy) and ADETEF (France), led by ITCILO
EC Project Manager:	Mr. Pascal HERRY (DG Enlargement)
Consultant's Team Leader:	Mr. George JADOUN (Sustainable Development and Governance)
Contract signature date:	22 September 2010
Project duration:	22 September 2010 – 21 September 2012), 24 months





Project's Background, Project Objectives and Expected Results

Project Background

The Project forms part of the Commission's efforts designed to overcome the challenges confronting "Enlargement" as reflected in its Communication on this subject of 2009. The installation of "well-performing public procurement systems" in each of the eight Beneficiary administrations covered by this multi-country project is also explicitly emphasized as a "priority" in the respective European Accession partnership agreements. Therefore the context of this assignment/Project is to contribute to the reinforcement of "administrative capacity" and "good governance" in the public procurement function **through putting in place cost-effective and sustainable "national" procurement training delivery systems that are based on the most recent EU Procurement Directives (and relevant national regulatory and administrative provisions) and appropriate training methodologies as reflected in the OECD/SIGMA resource materials.**

Whereas all the Beneficiaries are progressively adopting national legal and institutional models for public procurement that are essentially compatible with the EU standards yet a lot of effort still needs to be invested on continuous human resource development in the procurement function. Hence this Project comes in order to contribute towards **overcoming the current deficit in trained human resources in the Beneficiaries' administrations and oversight institutions.**

Project objectives and Expected Results

The overall objective of the assignment/project is to contribute towards upgrading the operational performance and professionalism within the public procurement systems in the "Western Balkans and Turkey".

Its *specific objective (purpose)* is to "develop and ensure a sustainable procurement training strategy and a national system for public procurement training at all levels in the beneficiary countries". It is envisaged that the latter shall be based on the SIGMA Training Package which will be fully adapted to fit the national circumstances in each of the targeted countries.

Listed below are the **expected results** to be delivered through the execution of the contract/assignment:

- Result 1:** Infrastructure for regional cooperation within the public procurement community in all participating beneficiary countries established, including common tools and training materials, network of experts certified according to regionally recognized rules
- Result 2:** National procurement training strategy in each beneficiary is in place.
- Result 3:** Core team of national procurement trainers established, capable of customizing the training material to fit national legal and administrative contexts.
- Result 4:** Sustained delivery of face-to-face and online modalities of procurement training, in close collaboration with a recognized network of national training institutions.
- Result 5:** Regional network of procurement professionals created with a view to exchanging experiences in public procurement.



II. Purpose of this Interim Report

The purpose of this Narrative Section of the Second Interim Report is to brief the EC Project Manager and the full membership of the Project's Steering Committee of:

- i) The progress achieved during the reporting period from 1 April to 30 September 2011.
- ii) Planned activities for the forthcoming six-months period
- iii) Successes and challenges faced in project implementation
- iv) Issues raised by the Consultant in order to seek advice or approval/decision for its resolution by the Steering Committee

III. Activities and Proceedings of the second Interim Period

The activities of the second Interim Reporting period are summarised here below:

- Appointment of National Focal Points
- Implementation of Stage I - "Training of trainers" for 40 candidate trainers (5 per Beneficiary, except Montenegro with 4 candidates and Turkey with 6)
- Launch of activities related to the development of a "model" National Procurement Training Strategy for two of the eight Beneficiaries
- Extraordinary Steering Committee Meeting in Torino on 14 July 2011
- Translation of OECD/SIGMA Modules into the language families of the Beneficiaries
- Customisation of OECD/SIGMA Modules into the national context of the eight Beneficiaries
- Preliminary review (primarily by NFPs) of the translation of SIGMA training materials produced by national firms as well as review of customised texts and slides produced by the TOTs and the external National Consultants

Developments (new issues) arising during the reporting period which were approved by the EC and endorsed by the Steering Committee:

- Revision of the Project's TOR and Consultant's proposal in order to finance under the project's Incidentals budget-line some 8/16 fellowships for attendance of one or two participant/s per Beneficiary of the Joint ITCILO-University of Turin Master on: "Public Procurement Management for Sustainable Development"
- Request for extension of contract completion deadline until the end of November 2012 (corresponding to the end of the programming budget cycle under which this project is funded)

1. Appointment of National Focal Points:

In consultation with each Procurement Authority and following approval by Steering Committee in March 2011, the Consultant appointed 7 National Focal Points as of 1st April 2011 (NFP in Albania was appointed as of 1st May). Appointment of the National Focal Point in Montenegro could not be made since the nominated candidate by the PPA is one of the TOT members and her appointment had to wait until her completion of the Stage I TOT study program in Turin.



The post of National Focal Point was designed to provide for continuous presence of a liaison person who will interact with the respective PPA, to provide technical (where feasible) and administrative inputs including identifying in-country experts, training venues and other local services' providers. The TORs for the National Focal Point are the same for all beneficiaries and are attached to this Report together with the list of appointed persons (Annex A)

2. Implementation of Stage I - "Training of trainers":

Following the preparatory work for design and delivery of Phase I TOT in Turin (see First Interim report), the delivery of Stage I – Five "Training of trainers" workshops, of one week duration each, took place as per the foreseen timetable during the period April – July 2011.

Activity 1

The first activity was held during the week 11 – 15 April 2011

Activity 1 focused on:

- OECD/SIGMA **Module A** – Introduction and Principles
- ITCILO **Turin Learning Approach** – Training methodology

(ending with a multiple-choice type of written examination)

Activity 2

The second activity was held during the week 9 – 13 May 2011

Activity 2 focused on:

- OECD/SIGMA **Module B**: Organisation at the level of Contracting Authorities
- OECD/SIGMA **Module D**: Public procurement law – scope of application

Activity 3

The third activity was held during the week 30 May – 1st June 2011

Activity 3 focused on:

- OECD/SIGMA **Module C**: Preparation of procurement

(ending with a multiple-choice type of written examination, covering Activities 2 and 3)

Activity 4

The fourth activity was held during the week 27 June – 1st July 2011

Activity 4 focused on:

- OECD/SIGMA **Module E**: Conducting the procurement process

Activity 5

The fifth activity was held during the week 11 – 15 July 2011

Activity 5 focused on:

- OECD/SIGMA **Module F**: Review and remedies – Combating corruption
- OECD/SIGMA **Module G**: Contract management



(ending with a more intensive written examination, covering Activities 4 and 5, including a number of questions requiring detailed analytical answers, in addition to a number of multiple-choice questions).

A break of 2 weeks had been foreseen after each activity to allow participants to better digest the content of the material presented during the training and to “supplement” it, in the spaces left “blank” in each Module for customisation of the OECD/SIGMA text, in order to reflect the national PP Law and procedures of each of the 8 beneficiaries.

Annex B of this Report is composed of the following attachments:

- i. Final list of TOT Stage I participants
- ii. Timetable with the contents covered during each activity
- iii. The results of written examinations

All participants, on aggregate score, passed the written examinations though with a considerable spread in the scores attained ranging from 60% to almost a full mark. The ITCILO proposed-accreditation scheme for the TOTs is dual-track where performance in actual delivery of training sessions is considered at least as important as the written examination score. Therefore the final list of qualified TOTs can only be ascertained upon completion of Stage II of the TOT programme, where the Stage I trainers will be observed and assessed for their individual performance in “actual” training delivery. Those who will pass the performance part will be initially issued with an “Attestation Letter” from ITCILO certifying that they have passed the requirements for graduation for the TOT program. It is hoped that this Attestation Letter could be transformed into national certification as a procurement trainer by the competent authorities of each Beneficiary in accordance with on-going mechanisms or those to be devised by the Project for “regional certification”.

3. National Procurement Training Strategy

The development of National Procurement Training Strategies was foreseen in the Project’s TOR to start in the second year of project implementation. However, the Consultant in its proposal recommended to advance it to the first year in order to give a better horizon for the training actions envisaged under the Project and as an incentive for the candidate TOTs to undertake the required intensive TOT training.

Due to the fact that delivery of procurement training was outside the scope of responsibility for a number of the PPAs while a number of other PPAs contested the need for a new procurement training strategy (in preference to improvements to the existing ones), it was therefore decided during the Istanbul SC Meeting that the Project would develop for each Beneficiary a “model” National Procurement Training Strategy based on the Terms of Reference discussed and approved during the same SC Meeting (see Draft of Minutes of Meeting in Annex C). Furthermore, only two PPAs expressed readiness to commence joint consultations with ITCIL/ADETEF for development of the proposed “national” model strategy. These were namely Turkey, Serbia and Croatia. The status of the other Beneficiaries is as follows:

Therefore during the month of May 2011 the Consultant’s experts conducted two fact finding missions, one in Croatia and one in Serbia with the aim of starting the work on the development of a “model” procurement training strategies for these two beneficiaries.

In Croatia training activities are regularly scheduled since 2008 and seems to be operating smoothly. Therefore refinements could be foreseen to consolidate what is



currently on-going with the outputs of this Project. In Serbia, due to several circumstances, it seems more appropriate to start working on the strategy when the new organisational framework of PP is re-engineered in the context of current reforms. Like Croatia training for civil servants on Public Procurement is mandatory in order to qualify a public official to be involved in procurement operations of substantial magnitude

The results of the two fact-finding missions in Croatia and Serbia as well as the “status quo” in the other six countries had been one of the issues discussed in detail during the extraordinary Steering Committee Meeting held in Turin on 14 July 2011 (see Annex D).

As for the other Beneficiaries they have expressed the following positions with respect to the development of the “model” procurement training strategy

- Albania has already developed, a National Procurement Training Strategy in draft, in the framework of their on-going twinning project. Albania will seek the Consultant’s collaboration in revising and eventually optimising such draft.
- Bosnia Herzegovina: PPA will inform the Consultant about modalities and timing for conducting the exercise in the country
- Kosovo: a new PP law was approved by Parliament; it had been agreed to wait until the supporting regulations enter into force, which is expected in January 2012
- Macedonia: a Public Procurement Strategy (with training component) is part of a twinning project which should start in Autumn 2011. Like in Albania, Macedonia: will submit once ready the draft on the above strategy to the Consultant for potential comments
- Montenegro: a Training Strategy has already been developed and a translated version will be submitted to the Consultant for revision/suggestions
- Turkey: an established annual training programme is already implemented by local experts. KIK leadership is changing and therefore it has been suggested to postpone the start of the activity until a suitable date in 2012

4. Extraordinary Steering Committee Meeting in Turin on 14 July 2011

During the second Steering Committee held in Istanbul on 31 March 2011 it was decided to hold an extraordinary Steering Committee in Turin in order to: 1) take advantage of the presence of a good number of Steering Committee members who were also attending the TOT program; ii) to assess the status of progress of the translation of OECD/SIGMA materials into the various languages of the Beneficiaries. This was needed in order to give the green light for finalisation of the translation and customisation.

The Agenda of the Meeting was the following:

- ❑ customisation of SIGMA materials to the national contexts
- ❑ translation of SIGMA Modules into the national languages
- ❑ drafting of a “Model” National Procurement Training Strategy for each Beneficiary
- ❑ implementation of Stage II of Training of Trainers



- ❑ web platform for Phase II (to be hosted on the respective PPA websites)
- ❑ accreditation system for TOT participants of Phase I and Phase II.

However due to the delays experienced in the translation process it was not possible, at the time, to examine the translated documents and such task was deferred until the ReSPA workshop which was scheduled to coincide with the expected delivery of the first draft of the translated OECD/SIGMA modules by early October 2011.

A representative of ReSPA, Mr. Aquim Emurli, attended the Turin Steering Committee meeting and welcomed the association of ReSPA in project activities at this timely stage.

Similarly, a representative of OECD/SIGMA, Mr. Marian Lemke, attended the meeting.

The Agenda of this extraordinary SC Meeting as well as the draft of Minutes of Meeting (approved by the EC and circulated to all members) are attached as Annex D

5. Translation of OECD/SIGMA Modules

The project experienced significant delays in awarding the translation tenders due to the limited market of experienced firms in the translation of procurement-related texts into the languages of the Western Balkans and Turkey. The Project's first translation tender resulted in limited or partial awards namely the full award of the translation work for Macedonia only as well as in the award of only two modules (A and B) for Turkey. For all other Beneficiaries either there was no market response or no responsive offers were received. A second tender had therefore to be launched with both additional companies and individual translators invited and with subdivision of the tender into a larger number of lots grouped to secure better market response thereby internalising the lessons learnt from the first tender which were as follows:

No.	Reason	Action
1.	Limited market of companies/translators operating in the region	Identify new potential translation companies or individuals – enter into direct contacts to get rapid answer on manifestation of interest – re-launch the tender using a simplified request for quotation
2.	Tender documents too complicated – lack of experience to understand the ToR and general requirements	Simplify tender documents as well as reduce the amount of requested supporting documents – establish direct contacts with potential candidates
3.	Past performance and turnover requirements could not be easily met by the bidders	Reduce the pre-qualification requirements.
4.	Multilingual approach is a problem for individual bidders because of shortage of appropriate connections with translators of other countries	Dis-aggregate the second tendering procedure into two separate tenders for the two languages (Serbian and Croatia). Minor further editing will be needed to fit the



		similar language version of the other 2 countries (Montenegro and Bosnia).
5.	Small market in translation companies in the Balkans countries with limits in working with more demanding software (InDesign software)	Where needed, request translations to be conducted in Word and PPT formats and assign the formatting of the final product in InDesign file to a different company, if need be.

The results of the second tender were satisfactory and the Consultant was therefore in a position to award the rest of the foreseen contracts for the translation into all the required languages (see evaluation report in Annex E/ii).

6. Customisation of OECD/SIGMA Modules

Following the results of the Extraordinary Steering Committee Meeting held in Turin, the Consultant – in collaboration with each Beneficiary’s Procurement Authority – identified a number of skilled experts to be engaged for this customization work in order to produce - directly in the national language of the Beneficiary - a complete and technically accurate localized supplement (relevant to the specific places clearly indicated in the OECD/SIGMA English version) to each of the 15 OECD/SIGMA Modules (Trainers and Trainees packs).

First choice was given to those national procurement specialists who participated as candidate trainers in Stage I TOT, provided they were not “civil servants” in compliance with the EC rules established in this respect.

In mid August 2011, the Consultant selected and recruited a number of customisation experts (see evaluation results in Annex F) and the first drafts of the customised Modules were made available by the end of September 2011 in order to coincide with the timing of the scheduled ReSPA workshop.

7. Review of the translation of SIGMA training materials and incorporation of the customised texts and slides produced by the TOTs and the National Consultants

During the Extraordinary Steering Committee Meeting held in Turin, it was agreed that upon completion of translation and customisation work – a workshop will be organised for the review of the translation of SIGMA training materials and incorporation of the customised texts and slides produced by the TOTs and the National Consultants.

It was unanimously agreed that the venue of this Workshop would be at ReSPA premises in Montenegro.

Considering the given deadlines for both translation and customisation assignments, the Consultant, in collaboration with ReSPA, initiated the organisation of the workshop to be held during the second week of October (see Workshop Agenda in Annex G).

8. Updating of the Project Risk Register

The Project’s Risk Register was updated (See Annex H) in consultation with the key experts team and in the light of the challenges and successes encountered during project implementation.



There are no significant changes to be reported in comparison with our earlier assessment of the impact of the identified risks on project implementation. Wherever there has been a change or clarification of the text stating a particular risk then such updates were highlighted in yellow color. The project's risk mitigation measures could not be improved under the current circumstances whereby issues of "motivation" and "sustainability" of project activities continue to be constrained by shortages in government funding for training and our inability to incentivise additional work by civil servants through project-provided allowances.

Issues/developments arising during the reporting period which were approved by the EC and endorsed by the Steering Committee:

9. Revision of the Project's TOR and Consultant's proposal in order to finance under project's Incidentals budget line some 8/16 fellowships for attendance of one or two participant/s per Beneficiary of the Joint ITCILO-University of Turin Master on: "Public Procurement Management for Sustainable Development"

During the implementation of Stage I – TOT several participants expressed interest in attending the Master degree programme on "Public Procurement Management for Sustainable Development" jointly organized by ITCILO and the University of Turin.

In this regard, the Team Leader proposed to the EC Project Manager to invite one or two best performing TOTs per country to attend this Master scheduled to be held in Turin from 27 February 2012 to 29 June 2012. The Master contents are in line with the project's objectives of strengthening procurement training capacity for the 8 Beneficiaries.

The EC Project Manager agreed with this proposal and suggested to the Consultant to prepare a formal request to the EC for a contract addendum to be processed at the end of 2011 or early 2012. This will imply a revision of Contract Annex II – TOR, Annex III – Organisation and Methodology and eventually Annex V – Budget breakdown. The extra costs involved in pursuing the Master program will be more than offset by the savings that will accrue from lower than budgeted costs for translation and printing (it was decided to rationalise the quantity of sets of the nationally customised modules to be printed by the project from 1000 down to a ceiling quantity of 100/200 sets).

In **Annex I** the exchange of correspondence in this regard is attached.

10. Request for extension of contract completion deadline until the end of November 2012 (corresponding to the end of the preparing budget cycle under which this project is funded)

Due to anticipated difficulties and delays in the completion of the translation works (scheduled to be completed on the rather optimistic deadline of 19 August 2011 as per the workplan but now realistically deferred to end of November or early December 2011), the EC Project Manager expressed his willingness to extend project duration until 30 November 2012, the latest date for expenditures eligible to be incurred under the project's programming cycle. Therefore, the start of Stage II of Training of Trainers is most likely to start by February 2012.

During the Extraordinary Steering Committee Meeting this issue was discussed with the EC Programme Manager and the Consultant will officially request the EC's approval of an extension of contract deadline till 31 November 2012.



IV. Activities planned for the next 6-month reporting period

This Section of the Report presents an outline of the activities planned by the Consultant during the period 1 October 2011 – 31 March 2012.

An updated version of the workplan details these activities giving the respective timings and duration (see Annex J). Herebelow the Consultant would like to present highlights, where deemed necessary, as to the context of selected activities:

1. Consolidation of translated and customised OECD/SIGMA Modules

As already mentioned in Section III paragraph 7 of this report, a workshop for “Review of the translation of SIGMA training materials as well as review of the customised texts and slides produced by the TOTs and the National Consultants” has been foreseen and organised.

The Workshop will take place during 10 – 14 October 2011 at ReSPA premises in Danilovgrad and the expected output will be a compendium of comments/corrections to the first draft of the translated and customised national versions of OECD/SIGMA Modules for each of 8 Beneficiaries that were produced by the external firms as well as individual consultants. Each TOT group from each Beneficiary will include a representative of the respective Public Procurement Authority (PPA) with the role of group leader in order to secure endorsement of the workshop comments by the respective Public Procurement Authority.

These versions incorporating the comments produced at ReSPA (one version per each of the 8 Beneficiaries) will be returned to the translators for final editing of the modules and incorporation of the comments produced at ReSPA in order to prepare the “pre-final customised” texts of the OECD/SIGMA modules.

Each of the eight consolidated versions will then constitute the “trial edition” of the OECD/SIGMA Modules in national language and customised to the national context will be validated and further refined during implementation of Stage II – TOT.

2. National Procurement Training Strategy

This point has already been explained under Section III paragraph 3 of this report. In brief the Project will resume its activities for formulation of “model” strategies and the first year training implementation plans as of the first quarter of 2012. Exact timings have to be negotiated on case by case basis with the respective PPAs.

3. Development of the Project’s e-learning platform

The e-learning platforms in the national languages for in-country training activities will be hosted under the respective PPA websites. The platform was foreseen to be operational before the commencement of Stage II – TOT. Currently it is planned that the translated and customised OECD/SIGMA modules will be posted on the respective PPA websites and the Consultant’s Project website prior to commencement of Stage II. Actual development of a dedicated e-platform can proceed in parallel. The on-line abridged courses to be developed by the project will also be hosted on the same platform of the respective PPA website. The tutoring of such courses and operational support for the e-platform will be provided by the Project’s short-term senior national consultants as well as Phase I – TOTs during project duration. A number of PPAs expressed concern about the cost of operational



support and tutoring of this e-platform following project closure. The Consultant believes that this issue needs to be tackled as the Project unfolds and a more exact estimate can be worked out as to the level of effort and costs involved at the time of preparation of each beneficiary's model National Procurement Training Strategy.

4. In-country training of trainers in national language for Stage II – TOTs

Stage II will be primarily delivered by Senior national consultants and Stage I – TOTs along with the Consortium's team of key experts providing technical support and quality assurance. The only differences with Stage I – TOT Program is that the Stage II "in-country programs" will be delivered in the respective beneficiaries' languages and will be based on the translated and customised versions of the OECD/SIGMA modules. It is now planned to run the one-week workshops simultaneously for 3 beneficiaries at a time and each workshop is separated from the subsequent by a period of 2-3 weeks. This will completion of Stage II by end of June 2012 leaving a period of approximately 5 months for observation of the performance of Stage II TOTs prior to their receipt of ITCILO Attestation Letter in November 2012.

As mentioned in paragraph 1, the first delivery of Stage II TOT programme will be an opportunity to validate the translated modules while also providing an opportunity to further scrutinize the customised component of the translated modules and supplementing them with further national case studies.

The first deliveries of Stage II – TOT are now foreseen to start in February 2012.

5. Set-up of an accreditation system for certification of procurement trainers

The process for certification of national procurement trainers already prescribed in this project involves dual-track assessment of the candidate trainers' qualification as follows

- i) written examination for measurement of procurement knowledge
- ii) assessment of performance in actual delivery of procurement training sessions

This issue was discussed in detail during the extraordinary Steering Committee in Turin on 14 July (see Annex C), and in summary it was proposed to go ahead with the programme and evaluate the possibility that, since the project will be taken over by RESPA in two years' time, RESPA – although is still in its early days - may look into other examples of regional certification - if they exist already - and consider the feasibility of issuing a certificate for this specific project.

In the meantime successful TOT trainers of both Stage I and Stage II will be issued "Attestation Letter" by ITCILO. As part of the Project's effort to formulate the national "model" training strategies in procurement, the Project will specify in detail how to proceed at national level for transformation of ITCILO's Attestation Letter into "national" and "regionally recognised" certification based on the dual track system tested under this Project.



V. Findings by the Consultant and Essential follow-up actions by Beneficiaries

In this section of the Report, the Consultant presents its key findings related to the proceedings of the Second Interim Period from 1st April to 30 September 2011

1. The Consultant reports satisfactory completion of the various project activities foreseen in the approved workplan with the exception of unavoidable delays in the completion of the work related to translation of OECD/SIGMA materials into the various languages of the Beneficiaries. Apart from the difficulties in awarding the tenders due to market limitations, it also became apparent that the 60-70 days originally earmarked for translation of the voluminous OECD/SIGMA material was over-optimistic. Also the time foreseen for getting feedback from the Beneficiaries' PPAs should necessarily have been more generously estimated in view of their staff and capacity constraints.
2. The Consultant highlights the successful completion of Stage I – TOT which will constitute an important milestone for the launch of Stage II – TOT. Of particular interest here is the esprit of cooperation, professional networking and friendship that developed among the 40 candidate trainers during the successive deliveries of the Stage I TOT workshops. They furthermore pursued the study and application work assignments with commendable punctualism and motivation.
3. The customisation of OECD/SIGMA Modules into the national context also shows some deviations from its respective timing as originally scheduled in the approved workplan of the Inception Report, and this is mainly due to the fact that it was foreseen to be done partly by the TOTs and partly in parallel with the delayed translation work.
4. The Beneficiaries raised reservations about committing to a National Procurement Training Strategy and preferred that the Project will put at their disposal an "optional model" for a strategy that may guide their future capacity development effort.

Follow-up actions by Beneficiaries

- Advertisement for Stage II TOT - In order to enable launch of Stage II TOT by early February it is now urgent to start the "call for Applications" giving preference to current procurement trainers who were already certified under previous less rigorous schemes. This will alleviate potential duplication of certification schemes at the level of each Beneficiary.
- Readiness to host e-platform/help desk for Stage II TOT – Although this activity is not a pre-requisite for the launch of Stage II TOT yet it is recommended that such e-platforms are hosted on the respective PPAs websites to serve as a forum of exchange and networking for the candidate trainers of Stage II. The Project will preferably use the current providers of IT services to the respective PPAs.
- Go ahead for online abridged course – The project foresees the development of online abridged procurement courses based on the translated and customised SIGMA materials. These courses will serve a general audience of procurement-interested persons in each country. Following the next Steering Committee meeting the Consultant would finalise recommended contents with the respective PPAs



VI. Approval by the Client and endorsement by the Project's Steering Committee

In this Section of the second Interim Progress Report the Consultant presents its recommendations for the Client's approval after these have been reviewed for acceptability/endorsement by the Steering Committee.

1. Approval of the updated workplan as presented in Annex H. The updated workplan provided for delayed launch of Stage II TOT activities because of:
 - a. The need to give sufficient time for the translating firms to incorporate the comments of the PPAs on the quality of translation (following the ReSPA workshop) and also to provide additional procurement terminology improvements through engagement of national procurement professionals to provide support to the translation firms as needed.
 - b. The need to adapt the customised text as per the recommendations of the ReSPA workshop
 - c. The need to consolidate the customised text (done in Word) into the translated text and produce the final draft or "trial/pre-final" version of the Modules in InDesign Format (this activity was not earmarked sufficient time in the original workplan)
2. Approval of the proposed Revision of the Project TOR and Consultant's proposal following the decision to finance with project incidentals a maximum of 8/16 fellowships for attendance of the Joint ITCILO-University of Turin Master on: "Public Procurement Management for Sustainable Development" (one fellowship per Beneficiary in 2011/2012 and 2012/2013)
3. Approval of the proposed request of extension of contract completion deadline until 30 November 2012 in order to compensate for the delays encountered in translation and to allow for responsible time to observe the Stage II TOTs in actual delivery as a condition for their certification.