Institutional Capacity Assessment & Client Training and Outreach Programme (ICB & CTOP)
Special Shareholders Fund

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Version 3.0 of the toolkit consists of 62 items out of which 51 items are dedicated to assess the project procurement implementation. The toolkit is a multipurpose application: it can be used as an institutional assessment tool, as project assessment questionnaire, as both or as a simplified risk determination tool.

62 items in nine categories
- Project Assessment 51 items in 9 categories
- Client Assessment 52 items in 8 categories
- Project and Client 37 items in common

Institutional capacity

Client only

Project only
The toolkit is a questionnaire in which the responses are "yes" or "no" or "not applicable." A score is given or subtracted in a tally by categories. The total score defines the risk category of the Client. In general, Clients achieving less than the minimum score are high risk, scores between 50% and 65% are potentially high risk or moderate high risks; scores above 65% and below 85% will be considered moderate low risk; agencies achieving more than 85% of the maximum score will be considered low risk.

The ICA is an integral part of the Institutional Capacity Building (ICB) and Outreach Programme (CTOP) launched by the Bank in early 2010. The ICA toolkit guidance note provides the Bank and the qualified assessors with a manual to apply the assessment mechanism. The manual includes explanations of each one of the fields of the toolkit. The manual will be useful as guidance for the information system associated to the toolkit that is under development by the Bank.

The Clients to which the toolkit was applied are:

- Electrical Power Utility (Serbia)
- Municipality of Belgrade Agency (Serbia)
- District Heating Novi Sad, (Serbia)
- Natural Resources Agency (Serbia)
- Electrical Transmission Co. (Albania)
- Municipality of Tirana Agency (Albania)
- Roads Authority (Albania)
- Electrical Gen. (Ukraine)
- Power Utility (Ukraine)
- Power Utility (Kazakhstan)
- Electrical Gen. (Kazakhstan)

First batch in June 2010

Second batch in June 2011
The OL of the Programme applied the toolkit to four other Clients: one in Ministry of Communications and Information of Serbia, one in the Russian Federation, one in a District Heating Company in Ukraine and one to a Power Generation Agency in Bulgaria as part of a Readiness Index Toolkit being developed by the Bank. A third batch of applications is planned for September 2011.

The information gathered in the field work is stored in a database accessible through the Bank’s intranet. The following charts are based on 15 applications already available in the database. Preliminary analysis indicates that majority of Clients classify in the Moderately High Risk category and the most frequent area of opportunity is “Support & control” category followed by “Legal framework” and “General assessment” categories. A third tier of frequent areas of opportunity includes “Organisation” and “Procurement planning.” Overall, there is adequate information to characterise the reasons for recorded frequencies that can be used to formulate and propose remedies and corresponding capacity development.

**Frequency of Areas of Opportunity in 14 Clients**

![Frequency Chart](image-url)