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Core Issue
Leadership
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Questions	Assess Capacity	
	Capacity Level	Evidence (Narrative)
	(1-5)	
Do authorities have the capacity to take a leadership role in engaging with external stakeholders throughout process of establishing national procurement reform and capacity development plans and strategies?		
Do authorities have the capacity to manage relationships with domestic and external stakeholders related to procurement in an inclusive and constructive way?		
Do authorities have the capacity to analyse and understand the significance of procurement in terms of the external and domestic context and to develop long term procurement mission, vision and values in accordance with this?		
Do the authorities have the capacity to coordinate/integrate procurement with other public reform processes i.e. public, financial management, civil service reform, decentralisation, privatisation, liberalisation?		
Do the authorities have the capacity to communicate high level commitment to procurement good practice and to give direction on procurement mission, vision and values from a position of authority?		
Do the authorities have the capacity to manage implementation of procurement plans, strategies and programmes?		
Do the authorities have the capacity to monitor and evaluate the implementation of procurement policies and plans and to react to findings in a flexible and iterative way?		
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Core Issue
Policy and Legal Framework
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity	
Questions	Capacity Level Evidence (Narrative)
Do the authorities have the capacity to engage domestic and external stakeholders in the process of developing procurement policies and legal and regulations and mechanisms?	(1-5)
Do the authorities have the capacity to develop procurement policies and legal and regulatory frameworks that are compatible with international norms and standards?	
Do the authorities have the capacity to develop procurement policies and legal and regulatory frameworks that are compatible with the overall national legal regime?	
Do the authorities have the capacity to budget, manage, implement and monitor programmes to develop public procurement policies and legal and regulatory frameworks and mechanisms?	
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Core Issue
Mutual Accountability Mechanisms
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Do the authorities have the capacity to manage public procurement in a culture of accountability and which fosters compliance to the policy, legal and regulatory framework?		
Do the authorities have capacity to manage public procurement without political interference in the process/outcome?		
Do the authorities have the capacity to clearly define and apply sanctions for non-compliance with the procurement policy, legal and regulatory framework?		
Do the authorities have the capacity to provide public channels of redress for complainants in the public procurement process?		
Do the authorities have the capacity to undertake efficient and fair dispute resolution for procurement complaints and to enforce the outcome of the dispute resolution process?		
Do the authorities have the capacity to ensure independent procurement audits?		
Do the authorities have the capacity to follow up on procurement audit findings in a timely way?		
Do the authorities have the capacity to engage in open dialogue with civil society organisations towards improving transparency and accountability in the procurement process?		
Do the authorities have the capacity to engage in open dialogue with the private sector towards improving transparency and accountability in the procurement process?		
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Q1 Q2 Q3 Q4 Q5		

Core Issue
Public Engagement
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does civil society have the capacity to engage with confidence in dialogue with the authorities and to influence development of procurement policies and strategies?		
Does the private sector have the capacity to engage with confidence in dialogue with the authorities in the development of procurement policies and strategies?		
Do the authorities have the capacity to engage the general public in debate and comment on large scale investment projects?		
Does civil society have the capacity to take an active role in monitoring procurement and for ensuring transparency and accountability?		
Do the media have the capacity to freely investigate and report on public procurement activities?		
Do the authorities have the capacity to engage in policies and practices to foster domestic private sector development?		
Do the authorities have the capacity to provide access to the general public on information on procurement rules, regulations and procedures in local languages and in terms that can be easily understood?		
Do the authorities have the capacity to engage with the private sector to develop the capacity to compete for public procurement business opportunities?		
Do the authorities have the capacity to provide access to the general public on information on procurement plans, procurement notices and contract awards?		
Does civil society and the private sector have the capacity to access, understand and monitor procurement information provided by the authorities?		
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Q1 Q2 Q3 Q4 Q5		

Core Issue
Human Resources (HR)
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Do the authorities have the capacity to develop and implement policies to ensure there is a sufficient capacity of qualified personnel who are able to fulfil the foreseeable public procurement needs of the government?		
Do the authorities have the capacity to develop and implement policies to ensure job descriptions, competency profiles, and minimum entry level and promotion qualifications for public sector procurement?		
Do the authorities have the capacity to develop and implement systematic human resources policies designed to enhance performance, effectiveness and motivation of procurement staff?		
Do the authorities have the capacity to develop an environment that encourages procurement performance that is efficient, effective and free from corruption?		
Do the authorities have the capacity to develop and implement policies to ensure there is a visible and transparent pay and benefits structure for civil servants involved in the procurement process that is competitive with those prevailing in the market?		
Do the authorities have the capacity to develop and implement and enforce policies relating to ethics and codes of conduct for procurement staff?		
Do national professional institutions/associations and academic institutions have the capacity to play a key role in the development of procurement capacity by providing a framework for education and sharing of good practice?		
Do national academic institutions have the capacity to deliver procurement training at the academic level (graduate/post-graduate)?		
Do national professional institutions/associations and academic institutions have the capacity to attract and retain sufficient qualified personnel who are able to deliver training and education in public procurement sufficient to meet the foreseeable needs?		
Do national professional institutions/associations and academic institutions have the capacity to certify procurement professionals in line with international standards?		
Do the authorities have the capacity to develop and implement human resource development strategies that address continuing professional development in terms of both skills and attitudes (ethics) for procurement staff?		
Q1 Q2 Q3 Q4 Q5		

Core Issue
Financial Resources
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Do the authorities have the capacity to develop and implement reporting relationships, systems and checks and balances to ensure that procurement is integrated into the financial management system?		
Do the authorities have the capacity to clearly identify major projects or programmes in government budget estimates and associated procurement plans?		
Does the financial community have the capacity to issue letters of credit, provide bid performance and advance payment securities and generally to be creditworthy?		
Does the private sector have the capacity to readily access credit, bid, performance and advance payment securities be obtained easily?		
Do the authorities have the capacity to oversee the activities of bonding companies through a regulatory authority?		
Does the public procurement system and accompanying control environment have the capacity to control the flow of funds so as to ensure that funds budgeted for valid expenditures are not diverted to finance illicit activities?		
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Core Issue
Physical Resources
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
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- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Do the authorities have the capacity to plan, develop and manage adequate physical resources to support public procurement (e.g. logistics and communication infrastructure)?		
Do the authorities have the capacity to ensure that physical resources capacities are considered in developing policies and strategies relating to e-procurement implementation?		
Does the private sector have the capacity to access physical resources that allow them to participate in public procurement?		
Do procurement training and education institutions have the capacity to access physical resources to meet the foreseeable procurement training and education needs of the public sector?		
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Core Issue
Environmental Resources
Point of Entry
Enabling Environment
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
- 3 Partially developed capacity
- 4 Widespread, but not comprehensive, evidence of capacity
- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Do the authorities have the capacity to develop public procurement policies and strategies are aligned with environmental policies?		
Do the authorities have the capacity to develop policies and strategies to ensure that environmental factors are taken into consideration in public procurement?		
Do the authorities have the capacity to monitor, evaluate and report on environmental issues in procurement?		
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Core Issue
Leadership

Point of Entry
Organisational

Summary Rating

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- 5 Fully developed capacity

Assess Capacity

Questions

Capacity Level (1-5) Evidence (Narrative)

Does the organisation's leadership have the capacity to manage relationships with key procurement stakeholders in an inclusive and constructive way?

Does the organisation's leadership have the capacity to undertake comprehensive procurement related analyses?

Does the organisation's leadership have the capacity to develop procurement strategies based on that analysis and that are linked to the overall objectives of the organisation?

Does the organisation's leadership have the capacity to communicate its visions, values and strategies for procurement?

Does the organisation's leadership have the capacity to implement its procurement strategies?

Does the organisation's leadership have the capacity to measure the performance of its procurement?

Does the organisation's leadership have the capacity to develop and implement strategies to reform and or continually develop procurement performance?

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Core Issue
Policy and Legal Framework
Point of Entry
Organisational
Summary Rating

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Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does the organisation have the capacity to engage in dialogue to ensure that organisational interests are considered in developing and reforming national policies and legal and regulatory frameworks that relate to procurement?		
Does the organisation have the capacity to ensure that its policy and legal framework is consistent with the national framework/central authority?		
Does the organisation have the capacity to develop a policy and legal framework that supports the organisation's procurement vision, mission and priorities?		
Does the organisation have the capacity to develop a policy and legal framework that ensures that procurement is integrated into other organisational areas including programme formulation, budgeting and financial management?		
Does the organisation have the capacity to develop and maintain a procurement policy and regulatory framework that can be translated into operational and tactical mechanisms?		
Does the organisation have the capacity to monitor and evaluate adherence to the policy and legal framework and to take action when this is not the case?		
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Core Issue
Mutual Accountability Mechanisms
Point of Entry
Organisational
Summary Rating

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Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does the organisation have the capacity to manage procurement in a culture of accountability and which fosters compliance to the policy, legal and regulatory framework?		
Does the organisation have the capacity to ensure that procurement is carried out efficiently and effectively and provides value for money for the organisation?		
Does the organisation have the capacity to ensure that the procurement function is suitably independent to carry out its role and that those roles and responsibilities are clearly defined?		
Does the organisation have the capacity to clearly define and apply sanctions for non compliance with the procurement policy, legal and regulatory framework?		
Does the organisation have the capacity to provide public channels of redress for complaints in the procurement process?		
Does the organisation have the capacity to ensure regular independent procurement audits?		
Does the organisation have the capacity to follow up on procurement audit findings in a timely way?		
Does the organisation have the capacity to engage in open dialogue with civil society organisations towards improving transparency and accountability in the procurement process?		
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Core Issue
Public Engagement
Point of Entry
Organisational
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Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does civil society have the capacity to engage with confidence in dialogue with the organisation and to influence development of procurement policies and strategies?		
Does the private sector have the capacity to engage with confidence in dialogue with the authorities in the development of procurement policies and strategies?		
Does the organisation have the capacity to engage the general public in debate and comment on large scale investment projects?		
Does civil society have the capacity to take an active role in monitoring procurement and for ensuring transparency and accountability?		
Do the media have the capacity to freely investigate and report on public procurement activities?		
Does the organisation have the capacity to engage in policies and practices to foster domestic or local private sector development?		
Does the organisation have the capacity to provide access to the general public on information on procurement rules, regulations and procedures in local languages and in terms that can be easily understood?		
Does the organisation have the capacity to engage with the private sector to develop their capacity to compete for public procurement business opportunities?		
Does the organisation have the capacity to provide access to the general public on information on procurement plans, procurement notices and contract awards?		
Does civil society and the private sector have the capacity to access, understand and monitor procurement information provided by the organisation?		
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Q1 Q2 Q3 Q4 Q5		

Core Issue
Human Resources (HR)
Point of Entry
Organisational
Summary Rating

- 1 No evidence of relevant capacity
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Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does the organisation have the capacity to create and apply job descriptions and competency profiles procurement staff at all levels?		
Does the organisation have the capacity to create and apply minimum entry level and promotion requirements for procurement staff at all levels?		
Does the organisation have the capacity to develop and use recruitment and promotion policies that encourage internal and external staff growth?		
Does the organisation have the capacity to develop and implement systematic human resources policies designed to enhance performance, effectiveness and motivation of procurement staff?		
Does the organisation have the capacity to ensure a procurement staffing profile in terms of numbers, levels and competencies that is appropriate for the procurement profile of the organisation?		
Does the organisation have the capacity to develop and implement a visible and transparent pay and benefits structure for civil servants involved in the procurement process that is competitive with those prevailing in the private sector?		
Does the organisation have the capacity to develop an environment that encourages procurement performance that is efficient, effective and free from corruption?		
Does the organisation have the capacity to develop and implement and enforce policies relating to ethics and codes of conduct for procurement staff?		
Does the organisation have the capacity to develop and implement human resource development strategies that address continuing professional development in terms of both skills and attitudes (ethics) for procurement staff?		
Does the organisation have the capacity to engage with external service providers to fulfil the professional development needs for procurement staff?		
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Core Issue
Financial Resources
Point of Entry
Organisational
Summary Rating

- 1 No evidence of relevant capacity
- 2 Anecdotal evidence of capacity
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- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does the organisation have the capacity to ensure that procurement is integrated into the financial management system?		
Does the organisation have the capacity to clearly identify major projects or programmes in its budget estimates and associate procurement plans?		
Does the organisation have the capacity to fund multi-year contracts through its budget cycle?		
Does the organisation have the capacity to ensure that predicted budget flows to procurement materialise?		
Does the organisation have the capacity to ensure budget allocation for procurement that ensures long-term funding of the appropriate staffing level?		
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Core Issue
Physical Resources
Point of Entry
Organisational
Summary Rating

- 1 No evidence of relevant capacity
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- 5 Fully developed capacity

Assess Capacity

Questions	Capacity Level (1-5)	Evidence (Narrative)
Does the organisation have the capacity to plan, develop and manage adequate physical resources to support public procurement (e.g. logistics and communication infrastructure)?		
Does the organisation have the capacity to ensure physical infrastructure to support IT systems capable of collecting, storing and report the data relating to the procurement operations?		
Does the organisation have the capacity to ensure that procurement staff at all levels have access to physical resources and infrastructure necessary for them to fulfil the requirements of their job?		
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