

A. CTAP Process:

CTAP Capacity building approach entails a long process to achieve the intended change and outcome. In order to better conceptualize the CTAP operation process and to better understand what your roles/ functions will be in the process, read the following step by step instructions. To put it simple, the whole CTAP process can be easily broken into specific states called the “*Pre-Deployment Stage*” and “*Post-Deployment Stage*”¹. Read through the steps to better understand how CTAP works.

Pre- Deployment Stage:

1. **Initial Communication:** The CTAP Communications & Outreach department communicates with the requesting organizations to inform them about the mandate, goals and objectives of CTAP through e-mails, phone contacts and face to face meetings. A team comprised of CTAP Communications and Capacity Development Departments (CDD) including the CTAP Director will go to meet any of the high ranking officials of the requesting agency. During the initial discussion, the team will provide a general introduction of the program and describes how the CTAP capacity building approach will be implemented. After the meeting, the client organization will be given enough time to conduct a comprehensive internal discussion/ consultation to assess their capacity gaps in line with their strategic priorities, identify their specific needs and then, officially inform CTAP.
2. **Signing MoU:** Once the capacity gaps are assessed and the specific technical areas are identified and prioritized for assistance, the requesting agency will draft an official request letter for assistance addressed to his Excellency the Minister of Finance based on which he will officially authorize the CTAP Director to start the process. Also, before starting the process, there is a need for both organizations (MoF & the client organization) to sign a Memory of Understanding (MoU). In practice, the process might be done with quite flexibility. In most cases it takes longer time to draft and sign this official document.
3. **Introduction & Orientation:** having received an official authorization letter, the CDD team will conduct another detailed introduction session within the requesting organization where a team from CTAP including the Program Director, the CDD and the Communications Department will meet the technical level directors, managers and the officers of the client organization to discuss about the CTAP Capacity Building process and assist them in identifying their specific capacity needs. The CTAP team will have a Presentation on RFA (Request for Assistance) and will guide the relevant department on how to fill the required information properly and accurately into the document. In addition, the session will provide both the CTAP and the relevant technical departments to better understand their roles and responsibilities towards each other.
4. **Key documents Review:** The CTAP CDD team will review the strategic documents, the submitted RFA (Request for Assistance) and the organizational chart of the requesting organization, and will provide necessary feedback where necessary for correction and improvement.
5. **ToR Development & Finalization:** The CDD team submits the CTAP ToR template to the requesting organization and will communicate constantly to assist them in finalizing the ToR for the requested Technical advisor[s]. Once the ToR[s] is drafted, will be checked and reviewed by the CDD team to modify and adjust that with CTAP Capacity Building approach and process. The ToR will be

¹-Deployment refers to the recruitment and placing of the intended Technical advisors.

immediately submitted to the CTAP Human Resource Department (HRD) once it has been finalized and agreed.

6. **ToR Advertisement:** The CTAP HR Department will advertise the ToR through national and international job portals which will remain on board for a specific period.
7. **Verification of workspace:** The CTAP Secretariat does its best to verify that the client has provided suitable office space, furniture and communications infrastructure. These issues are discussed with the designated individuals at the Ministry serving as focal-points and every effort is made to inspect the facilities prior to the arrival of the Technical Advisor in-country. In some instances, however, issues do arise that require the intervention of CTAP staff. Therefore, the CDD team will conduct a pre-deployment visit to:
 - ✓ Ensure that the client agency identifies and introduces the right counterparts for the requested Technical advisor[s];
 - ✓ Meet the counterparts to ensure that they are ready for assistance and cooperation;
 - ✓ To check and ensure that the client organization has provided appropriate work environment and facilities for the Technical Adviser;
 - ✓ To explain the Capacity building process and inform the counterparts and the supervisor about their expected roles and responsibilities.
8. **Finalizing the Recruitment Process:** The CTAP Human Resource Department prepares a long list of the applicants and submits to the client Ministry for further review and shortlisting. Following that, the HR department in close and coordination with the client agency will select a panel for interviewing the applicants who will be comprised of representatives from CDD, HR, an international technical adviser and authorized representatives of the client organization. The Panel selects the qualified candidate and submits the documents to the CTAP HR for follow up;
9. **TAs Arrival & Orientation:** The selected technical advisor arrives at CTAP Secretariat and he/she will stay for at least one week at CTAP office for orientation and introduction. During the period, the CDD team will conduct an orientation workshop for the new TA and his/ her relevant counterparts and brief them about their roles and responsibilities. In addition, during his/ her stay in CTAP, the intended technical advisor will meet different departments to get deeper understanding about the CTAP implementation, reporting and monitoring process.

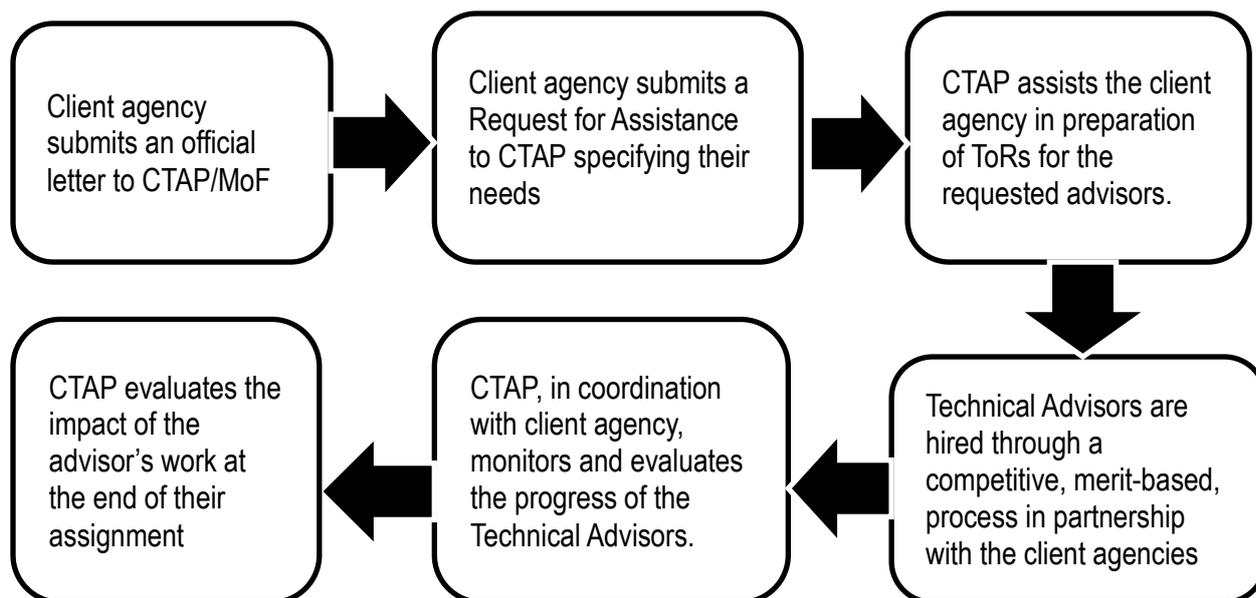


Figure 1: Showing the simplified CTAP work Procedure

Post Deployment Stage:

1. **Placement of the Technical Advisor:** The technical advisor will be introduced and placed at the client organization. A team from CTAP's CDD and HR department will accompany him/her to his new work environment. A discussion will be conducted with the TA's relevant supervisor and his/her counterparts to reiterate the terms and conditions agreed upon by both the organizations(in the MoU);
2. **Organizational Assessment:** The technical advisor will be given at least one month to conduct an Organizational Assessment to identify the main capacity development gaps within the target organization. Where needed, he can suggest changes to the ToR that has already been developed. In addition, the technical advisor will be assigned to develop a comprehensive work plan in coordination with his/her supervisor and the counterparts.
3. **Work Progress and Monitoring:** once the work plan has been approved by the CTAP Director and the TA's supervisor, he/she will start implementing it. In order to measure the work progress of the Technical Advisor and ensure that the capacity building process is going well, the CTAP M&E team will conduct regular and systematic evaluation and monitoring using the TA's ToR and work plan;
4. **Regular Reporting:** During the whole period, the embedded technical advisor will have to prepare regular progress reports, get it endorsed and signed by his/her supervisor and then submit to the CTAP CDD team so that the Program management can track and follow up his/her normal work progress and where necessary, suggest recommendations for change and improvement.

B. Roles and Responsibilities:

According to the CTAP Program document, the CTAP technical advisors will be hired against the Request for Assistance (RFA) and will be only responsible to perform the tasks listed in the related Terms of Reference (ToR). **However**, during the first phase implementation period of CTAP, it has been noticed that some of the client agencies are expecting CTAP advisors to help them in doing day-to-day ordinary and management works which is against the CTAP mandate and objectives. To avoid such miss understanding and in order for you to better understand CTAP capacity building approach, please go through the following passage:

- **Developing standards and policies:** The most important duties of the CTAP advisors will be to develop key technical documents such as policies, procedures, hand books and other technical documents that will help the relevant department to establish standard process and procedures and achieve its mandate;
- **Only Supporting tasks:** CTAP advisors usually have the responsibility to mentor and coach the staff of the organization they are placed in, especially their designated counterparts. The technical advisors will be working through the assigned counterparts. They will coach, mentor and guide them on how to do their assigned tasks successfully but will not involve in management tasks;
- **Focusing on Capacity building:** The deployed technical advisor will be focusing only on capacity building issues and will be tasked to support the implementation of the four capacity development process like re-organization, business process re-engineering, creating new functions and transfer of skills and knowledge;
- **No Strategic Advice:** As said, CTAP recruits the Technical Advisors to assist the client organization in implementing their capacity building projects. Therefore, they will have to focus on mid-level management capacity projects and avoid any involvement in strategic level advisory works and activities.

TAs Are..... 	TAs Are Not..... 
<ul style="list-style-type: none"> • Recruited for a period of two years • assigned to work with the core civil servants • Mandated to build the capacity of the civil servants • Used to support permanent structures and functions of the government agencies 	<ul style="list-style-type: none"> • Not recruited for short-term assignments • Never assigned to work with the Deputy Minister or Minister • Not assigned as replacements for civil servants or do their work • Never used to support temporary functions of government agencies

Figure 2: Summarized Task and Responsibilities of TAs