

## Procurement Notice

Assignment title:

**Expert for developing the new Passport of Indicators for monitoring the Cross Cutting Public Administration Reform Strategy for the period 2021-2022, in Albania**

**Reference Number #19100**

### **Section 1. Introductory Information**

#### 1.1 Background information on the Regional School of Public Administration (ReSPA)

The Regional School of Public Administration (ReSPA) is the inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia, while Kosovo\*<sup>1</sup> is a beneficiary. ReSPA's purpose is to help governments in the region develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with ministers, senior public servants and heads of function in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional players such as OECD/SIGMA and Regional Cooperation Council (RCC), as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research material.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

ReSPA is implementing its activities through the Secretariat located in Danilovgrad, Montenegro.

1.2 ReSPA now seeks to engage one expert to develop the new Passport of Indicators for monitoring the Cross Cutting Public Administration Reform Strategy for the period 2021-2022 in

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<sup>1</sup> \* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

Albania.

1.3 Expected deliverables of the assignment are: as per Terms of Reference (see below).

1.4 Tentative timeframe: the assignment is expected to be performed **during period November 2021 – February 2022**.

1.5 NOTE: Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with ReSPA. In such case the applicant shall notify ReSPA in the application which institution is his/her employer.

## **Section 2. Preparation of CVs and supporting documentation**

2.1 Language of application:

The CVs and supporting documentation shall be prepared in English.

2.2 The CVs should provide information on the qualifications and competencies of the applicant, her/his general track record and previous specific experience in similar assignments, as required by the Terms of Reference. The applicants should particularly state in their CVs:

- Length of general and specific professional experience, in line with ToR;
- Professional experience in the role of expert / researcher.

2.3 The required qualifications, experience and skills: as per Terms of Reference.

## **Section 3. Submission of CVs and supporting documentation**

3.1 The interested candidates are invited to submit a proposal consisting of the following documentation:

- **Proposal Letter:** explaining their experience related to the analysis subject and how they intend to respond to the assignment;
- **Personal CV** including past experience in similar activities and particularly issues referred to under point 2.2 of this Procurement Notice;
- At least **three contacts for references** (name and position of referee, email address and phone number) which may be contacted by ReSPA. (NOTE: There is no need to submit reference letters; ReSPA will directly contact the referees).

3.2 The required documentation should be submitted in electronic format by e-mail to the following address: [procurement@respaweb.eu](mailto:procurement@respaweb.eu) by **05 November 2021** before midnight. Late submissions will not be considered for evaluation. The application should contain in the e-mail title the following reference: **“Activity No #19100 - Expert for developing the new Passport of Indicators for monitoring the Cross Cutting Public Administration Reform Strategy for the period 2021-2022, in Albania”**.

Public servants from ReSPA Members and Kosovo\* are not eligible to apply.

#### **Selection 4. Evaluation of offers**

4.1 The offer will be evaluated against the required qualifications, experience, skills and competencies as defined in the Terms of Reference.

4.2 The applicant securing the highest final ranking will be invited to submit a financial proposal (the financial proposal shall specify a total sum amount in EURO for expert's daily fee) and negotiate the contract. If negotiations are successful, the selected candidate will be awarded the contract. Should the negotiations fail; the next ranked candidate will be invited to negotiations.

#### **Section 5. Final Considerations**

5.1 The payment will be done in one installment, following the submission and approval of the deliverables.

5.2 The following document is attached to this Procurement Notice: Terms of Reference

5.3 ReSPA reserves the right to cancel this procurement procedure at any moment without any compensation to the applicants. The cost of preparing a proposal and of negotiating a contract, including any related travel, cannot be reimbursed by ReSPA under any circumstances nor can ReSPA be held liable for it, regardless the outcome of the procurement procedure.

5.4 Should you need any further clarifications with respect to this procurement notice, please contact: Mr. Gentian Xhaxhiu, Programme Manager (Legal) via e-mail: [g.xhaxhiu@respaweb.eu](mailto:g.xhaxhiu@respaweb.eu), by **01 November 2021** (midnight), the latest. ReSPA will post the response, including an explanation of the query without identifying the source of inquiry, at its website ([www.respaweb.eu](http://www.respaweb.eu)) by **03 November 2021**. Any request for clarification must be sent by standard electronic communication to the above e-mail address.



# Terms of Reference Request for Services

## *Expert for developing the new Passport of Indicators for monitoring the Cross Cutting Public Administration Reform Strategy for the period 2021-2022, in Albania*

### **1. Introduction and background**

The Regional School of Public Administration (ReSPA) is an inter-governmental organization for enhancing regional cooperation, promoting shared learning and supporting the development of public administration in the Western Balkans. ReSPA Members are Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, and Serbia, while Kosovo\*<sup>2</sup> is a beneficiary. ReSPA's purpose is to help governments in the region to develop better public administration, public services and overall governance systems for their citizens and businesses, and prepare for the membership of the European Union.

ReSPA establishes close co-operation with Ministers, senior public servants and heads of units in Member countries. ReSPA also works in partnership with the European Union, specifically Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), other regional actors, as well as agencies and civil society organizations. Since its inception, ReSPA, as an international organization and a key regional endeavor in Public Administration Reform, has contributed to capacity-building and networking activities through in-country support mechanisms, peering and the production of regional research materials.

The European Commission (EC) provides directly managed funds for the support of the ReSPA activities (research, training and networking programmes) in line with the EU accession process. The current EC grant supports the implementation of the activities required for contribution to the achievement of the three strategic objectives during the period 2019-2022.

ReSPA works primarily through regional networks which operate at three levels: Ministerial, Senior Officials, and networks/working groups of experts and senior practitioners. There is one network – Programme Committee composed of the representatives of institutions in charge of PAR, Public Financial Management (PFM) and government policy planning and the European Integration (EI) co-ordination process and five Working groups: (1) Centre-of-Government Institutions; 2) Better Regulation; 3) Human Resource Management and Development; 4) E-Governance; and 5) Quality Management.

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One of the tools that ReSPA uses to deliver its assistance is the “in-country support mechanism”, which provides direct tailor-made support to each of the Countries (Members of ReSPA) based on concrete needs that have been identified by the administration of the country itself. In this regard, the Albanian Department of Public Administration (DoPA) has submitted a request to ReSPA to assist the institution in *developing the new Passport of Indicators for monitoring the Cross Cutting Public Administration Reform Strategy for the period 2021-2022 in Albania*. In order to ensure compliance with the integrated strategic planning standards, it is necessary *to develop a new passport of indicators at the outcome level*, considering the progress of indicators made in the last three years, indicators that are still relevant to be measured and review the relevance of those that do not give information on the achievements or progress on PAR components.

## **2. Purpose**

The main purpose of this assignment is to develop the new Passport of Indicators for the Albanian Cross Cutting Public Administration Reform Strategy (CCPARS) for the period 2021-2022. The expert who will be engaged under this ToR will support DoPA in developing the new passport of indicators of CCPARS in close collaboration with each institution involved in the implementation of the PAR Strategy in Albania. This Terms of Reference (ToR), aim to make a thorough description of the assignment, the problem statement, profile of the required expert, tasks and responsibilities and other necessary elements in order to achieve the abovementioned purpose.

*About the beneficiary institution:* DoPA is the responsible institution for managing the civil service in the state administration institutions, leading and implementing the functional and structural reform in the public administration institutions, drafting and implementing the salary reform, as well as monitoring and reporting on the implementation of the Public Administration Reform Strategy. The role of DoPA is to ensure a stable, professional, merit-based civil service as well as moral integrity and political impartiality.

## **3. Problem statement and description of the assignment**

The Public Administration Reform is essential for Albania's accession to the European Union. Albania has had a strategic framework for 7 years now, a framework known as the Cross-cutting Public Administration Reform Strategy. This document sets out the vision, policy goals and objectives for the Public Administration Reform and was approved in April 2015 by the Albanian Government. CCPARS is accompanied by its action plan (which provides timelines and targets for the implementation of the priority measures at the output level) and a passport of indicators that measures the achievement of the indicators at the outcome level<sup>3</sup>. As foreseen in the strategic

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<sup>3</sup> DCM no. 319, dated 15.04.2015 “On the approval of the cross-sectoral strategy for the public administration reform 2015 – 2020”

document, the Department of Public Administration is the institution responsible for monitoring the implementation of the CCPARS<sup>4</sup>.

**DoPA** and the **Department for the Development and Good Governance (DDGG)** at the Prime Minister Office follow the process of the Public Administration Reform at the technical level. DoPA leads the Thematic Group “Civil Service and CCPARS” in which is discussed the PAR progress and DDGG acts as the Technical Secretariat that ensures the technical management and effectiveness of the Good Governance policies.

During this period of the implementation, the CCPARS has undergone through several important phases such as:

- In 2017, CCPARS has gone through the medium-term evaluation phase to identify the achievements of the first two years of the strategy’s implementation (2015-2017) in terms of projected results and the level of achievement of the objectives. In addition to analyzing progress, the medium-term evaluation also served as an orientation for priorities, objectives and indicators for the following period 2018-2020. In the end of this review, it was concluded that the main pillars and policy goals were still relevant for the upcoming period.
- During 2018, following the mid-term evaluation with the support of OECD / SIGMA, [the New Action Plan 2018-2020](#) was drafted.
- During 2019 the Thematic Group “On the Civil Service and Cross-cutting Public Administration Reform Strategy”, led by DoPA, held discussions on the extension of the CCPARS strategic framework until 2022. Thus, the new Action Plan 2018-2022 was finalized and approved<sup>5</sup>.

With the revision of the action plan during 2019 and the extension of the implementation period of CCPARS until 2022, strategic coverage was provided at the output level but the passport of the indicators had no changes at the outcome level. The passport of indicators of CCPARS covers 28 performance level indicators for each objective. Based on this document for all indicators (28 in total), **the target value is set for 2020** thus it is necessary to provide and set targets for the upcoming period 2021-2022 covering the strategic framework with a list of outcome level indicators valid until 2022<sup>6</sup>. The document "Passport of Indicators" was drafted in the first six months of 2016 in full cooperation with the responsible institutions and with the financial assistance of the European Union. Once the validity of the set targets expired (in the end of 2020),

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<sup>4</sup> <http://dap.gov.al/publikime/dokumenta-strategjik/64-strategjia-ndersektoriale-e-reformes-ne-administraten-publike-2015-2020>

<sup>5</sup> Approved by Decision no. 697 of the Council of Ministers, dated 30.10.2019.

<sup>6</sup> DCM no. 319, dated 15.04.2015 “On the approval of the cross-sectoral strategy for the public administration reform 2015 – 2020” <https://qbz.gov.al/eli/vendim/2015/04/15/319/01f9bbc7-47d4-47b8-a3a9-0ee31c93ed63>

it became a necessity to develop a new passport of indicators since the expiration of existing ones can affect the monitoring process of the CCPARS for 2021.

According to the Decision of the Council of Ministers no. 290, dated 11.4.2020 “On the creation of the state database of the Integrated Planning System Information System (SIPI/IPSIS)” and the methodology defined by the Department of Development and Good Governance, the assessment of the quality of the monitoring reports is based on the calculation of the progress of CCPARS’s performance at the outcome and output levels. Consequently, in order to ensure compliance with the integrated strategic planning standards, it is necessary **to develop a new passport of indicators at the outcome level**, considering the progress of indicators made in the last three years, indicators that are still relevant to be measured and review the relevance of those that do not give information on the achievements or progress on PAR components.

At this stage/phase, the CCPARS outcome level indicators must also be aligned with IPSIS standards and formats, which must be followed by relevant monitoring institutions (mandatory since 2020). This action will provide coverage of the current strategic framework even for outcome level indicators until drafting the new cross-sectorial strategy for the Public Administration Reform.

The expert identified through this ToR will support DoPA in developing the new passport of indicators of CCPARS in close collaboration with each institution involved in the implementation of the PAR Strategy.

The Albania Government is already implementing the standards of procedures for the management of strategic planning information through the Decision of the Council of Ministers no. 290, dated 11.4.2020 "On the establishment of the state database of the integrated planning system information system (SIPI / IPSIS)". This decision on the planning system has marked the development of the policy management and monitoring system. Starting from April 2020, the planning and monitoring of policies and strategies are conducted according to the standards and procedures in place for managing the strategic planning information, making the government planning process more focused by aiming integration of relevant systems and facilitate the implementation of strategies in place through the IPSIS system. Thus, the *development of a new passport of indicators will be in compliance with the standard set within IPSIS system* by following the specific methodological guides related to the monitoring and drafting of the strategic framework in order to ensure the continuation of monitoring process in outcome level indicators for period 2021-2022 of CCPARS.

The revision of the passport of indicators will enable the provision and extension of the deadline for measuring the achievement of the strategic objectives until 2022 in line with IPSIS methodology. The outcome level indicators are very important to measure whether the CCPARS has achieved the expected results and helps to monitor the effectiveness of PAR policies in

achieving their objectives until 2022. The monitoring process and monitoring reports are result oriented; thus, the passport of indicators is an important element in this process.

## 4. Tasks and responsibilities

In order to perform this task, the expert/s should organize and conduct the following activities:

### I. Desk work: proposed list of Documents to be reviewed:

- 1 – The Cross-Cutting Public Administration Reform Strategy (CCPARS)<sup>7</sup>;
- 2 – Passport of Indicators 2015-2020 (version 1, initial version Approved on 2016) and version 2 revised for the RIA indicator 2.a (revised methodology during 2019);
- 3 – Data base of the achieved indicators during 2015-2020 and analysis prepared by DoPA during 2020 for the achieved level of indicators/ database of the indicators with the respective status;
- 4 – Annual CCPARS monitoring reports<sup>8</sup>;
- 5 – CCPARS Action plan 2018-2022, other relevant documents;
- 6 – Decision of the Council of Ministers no. 319, dated 15.04.2015 on the approval of CCPARS and Passport of Indicators;
- 7 – The full methodological package of IPSIS system that includes the standards for monitoring of implementation of strategies in place where in particular are included:
  - The manual for standards on monitoring according to IPSIS system;
  - The manual for Reporting & Monitoring Framework Indicators/IPSIS Standards
  - The manual for Reporting & Monitoring Indicator Profiles/IPSIS Standards;
  - The methodological Guide on Reporting & Monitoring for the Good Governance Agenda;
  - [The Decision of the Council of Ministers no. 290, dated 11.4.2020 “On the creation of the state database of the Integrated Planning System Information System \(SIPI/IPSIS\)”](#).
- 8 – SIGMA toolkit for the preparation, implementation, monitoring, reporting and evaluation of public administration reform and sector strategies.

II. **Meeting and continuous coordination with DoPA** (the responsible institution for monitoring the CCPARS) to discuss and recognize the main achievements, presentation of the current situation of the status of the achievements of the targets set within the passport of indicators for 2020, expectations and coordination of the process with the other institutions for this purpose.

III. **Meeting with the Department for Development and Good Governance** as responsible unit for the implementation of system standards (IPSIS) and the quality of preparation of new strategic documents and the monitoring process. This meeting is

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<sup>7</sup> <http://dap.gov.al/publikime/dokumenta-strategjik/64-strategjia-ndersektoriale-e-reformes-ne-administraten-publike-2015-2020>

<sup>8</sup> <http://dap.gov.al/publikime/dokumenta-strategjik/204-raportet-e-monitorimit-te-strategjise>



necessary to discuss on the standards, formats and the stages that must be followed for the approval of the CCPARS passport of indicators for 2021-2022.

**IV. Meetings and interaction with responsible institutions for the implementation of the targets;**

Proposed topics: (i) proposal of new indicators; (ii) discussion with institutions for respective indicators (iii) review of the relevance of indicators that are assessed by SIGMA for the upcoming 2021-2022 period, in accordance with the last evaluation by SIGMA, reflect SIGMA recommendation referred in their last assessment report.

More specifically, meetings with the following institutions are proposed to be held:

- (1) **Department for the Development and Good Governance (DDGG)** for indicators 1.a; 1.b; 1.c; 1.d; 2.b; 3.a; 3.b; 3.c;
- (2) **Programming Unit of Regulatory Acts and RIA**, for indicators 2.a; 2.c;
- (3) The **Department of Public Administration** 4.a (Sigma indicator); 6.a; 6.b; 6.c; 6.d (SIGMA indicator); 7.a; 7.b; 7.c (SIGMA indicator); 10.a (Sigma indicator);
- (4) **Agency for the Delivery of Integrated Services Albania (ADISA)** 5.a; 8.a; 8.b; 8.c;
- (5) **National Agency for Information Society (NAIS)** for indicator 9.a; 9.b (Sigma indicator);
- (6) **Commissioner for the Right to Information and Personal Data Protection (IDP)** for indicator 11.a;
- (7) **Ombudsman and Commissioner for the Right of Information and Personal Data Protection** 11.b;
- (8) **Agency for the Support of the Local Self Government (ASLSG)** for indicator 5.b.
- (9) Also in order to unify the approach and create a synergy in further efforts for PAR, two meetings with the Albanian School of the Public Administration (ASPA) and the Commissioner for the Oversight of the Civil Service are also necessary to be held (ASPA and COCS have no indicators set as part of the actual passport of indicators).

**V. Drafting the new passport of indicators of CCPARS for the 2021-2022 period – which represents the main milestone of the assignment.**

**VI. Presentation of the draft of the passport of indicators 2021-2022 and discussion with DoPA and other relevant actors.**

The abovementioned tasks and responsibilities represent the milestones of the assignment, but the expert, may propose slight changes/adaptations, upon agreement with the beneficiary institution and the ReSPA Programme Manager in charge.

The expert shall closely cooperate with the responsible officials of the Department of Public Administration of Albania during the implementation of the assignment. DoPA will provide the

expert with all necessary information and logistic support. The engaged expert shall also liaise with the ReSPA Programme Manager in charge of the assignment and will take into consideration the instructions received beforehand.

## **VII. Necessary Qualifications of the expert/s**

Potential experts interested to be engaged under this assignment may apply individually if they fulfil the following criteria:

### Qualifications:

- Master degree in Public Management/Policy and Administration, Social Sciences, Law, Economics, Finance and related/similar fields.
- PhD shall be considered an asset.

### General professional experience:

- At least 5 years of experience related to public administration affairs;
- Preferred experience in drafting, implementation and/or monitoring of the PAR strategic documents.

### Specific professional experience and knowledge:

- Experience in designing, planning, implementing and reviewing the outcome level indicators, action plans and strategies on PAR related policies;
- Comprehensive understanding of the Albanian institutional framework and the context in which PAR is being implemented in the country;
- Proficient in English and Albanian language;
- Previous engagements in similar assignments in the Western Balkans (specifically Albania) shall be considered an asset.

### Skills:

- Excellent written and oral communication skills in English;
- Ability to write clear and coherent strategic documents;
- Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style;
- Ability to work in team;
- Proficient in Microsoft Office package;
- Ability to prepare and deliver well-structures Power point presentations.

Note: The expert/s shall not be civil/public servant in any of the Western Balkans administrations in the moment he/she applies.

## VIII. Timing and Location

The assignment foresees work from home/office and on the site meetings (mainly Tirana, Albania). Meetings/ in person should be delivered in small groups respecting all restrictions and preventive measures imposed by Covid-19 pandemic.

The assignment will be performed, tentatively, from November 2021 to February 2022.

## IX. Remunerations

The assignment foresees up to **21 (twenty one) working days** for the expert and shall be (tentatively) organised as following:

| No | Tasks   | Deliverables/outputs   | Working days |
|----|---|--|--------------|
| 1  | Desk review of the relevant documents of CCPARS (2015-2020) and the context of their development during the years; including the full methodological package of IPSIS system and standards for monitoring of implementation of strategies in place.   | List of documents on CCPARS reviewed;<br>Outline for each indicator prepared to be reviewed by DoPA and DDGG to ensure compliance with the national standards; | 3            |
| 2  | Meeting with DoPA to discuss and present the main milestones of the assignment, expectations, present the current situation of the status of achievement of the targets set within the passport of indicators for 2020 and the coordination process with the other institutions for this purpose.<br>Draft work – plan detailing the approach and meeting schedule with relevant stakeholders.                        | Working plan drafted and agreed  | 1            |
| 3  | Meeting with the Department of Development and Good Governance, to discuss on the standards, formats and the stages of the approval process of passport of indicator for 2021-2022 according to IPSIS system.<br>Also, will be discussed and agreed on how the IPSIS format for outcome level indicator is aligned with SIGMA methodology and toolkit for the “preparation, implementation, monitoring, reporting and | Formats of indicators agreed and prepared before meetings with institutions on drafting the new passport of indicators 2021-2022 in line with IPSIS standards. | 1            |

|              |  |  |           |
|--------------|--|--|-----------|
|              | evaluation of the public administration reform and sector strategies”.   |  |           |
| 4            | Meetings with the responsible institutions for the proposal of the new indicators for 2021-2022; discussion with the institutions for the respective indicators; writing down conclusions that have been evidenced during the meetings and to later on to be translated into a new passport of indicators.<br>Meetings of the expert with ASPA and COCS to uniform their indicators and make them part of the passport of indicators or include new indicators as part of the meeting objective 6 of the strategy. | The draft methodological format of the indicators compiled and agreed with the institutions.   | 9         |
| 5            | Drafting the new passport of indicators of CCPARS for the period 2021-2022.  | Draft consolidated and sent for approval on the Department for Development and Good Governance to ensure that the product complies with the standards set within IPSIS system. | 4         |
| 6            | Presentation of the draft of the passport of indicators 2021-2022 and discussion with DoPA and other relevant actors.  | Presentation of a new passport to the main institutions involved in the field of the implementation of CCPARS and the outcome level indicators.                                | 1         |
| 7            | The reflection of the comments and the finalization of the passport of indicators.   | Final version of the new passport of indicators  | 1         |
| 8            | Drafting the final report in English on the implementation of the assignment for ReSPA indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA and beneficiary institution in this area.   | Report drafted and submitted to ReSPA  | 1         |
| <b>TOTAL</b> |  |  | <b>21</b> |

The payment will be done in one instalment upon completion of the assignment. The final products will be subject to approval from the beneficiary institution and ReSPA before the execution of the payment.

Note: No other costs will be covered apart from the expert cost per day. The expert cost per day comprises of expert's fee per day and (if needed) a lump sum for covering related costs which include, travel, accommodation, local transport, meals and other incidentals. ReSPA and the expert/s shall agree before the signature of the Service Contract on the rate of the daily fee.

## **X. Reporting and Final Documentation**

The expert will be requested to deliver the following documents before the payment is conducted (in line with the two different phases described above):

### ***Outputs:***

- The new passport of indicators developed for the period 2021-2022;
- Presence list of attendees in the meetings organized and other sub/outputs as described in the table above;
- One final report in English on the implementation of the assignment indicating key challenges, lessons learnt and relevant recommendations for future work of ReSPA and beneficiary institution in this area;

### ***Documents required for payment:***

- Invoice (original and signed);
- Timesheets (original and signed);
- Final report in English (see third bullet-point above), no later than 15 days after the completion of the Assignment. The report will be subject of approval by ReSPA as contracting authority<sup>9</sup>.

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<sup>9</sup> The Final Report will be required for the execution of the final payment.