Support the PDG in organizing and making effective the business-processes related to the prospective

Ministry of Finance
Prospective Directorate General

This twinning project fiche is a translation of the official version in French language, aiming at a widespread publication. In case of divergence, the French version shall prevail.
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### Acronyms

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<th>Acronym</th>
<th>Description</th>
<th>Translation</th>
</tr>
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<tbody>
<tr>
<td>AA</td>
<td>Agreement of Association Algeria-EU</td>
<td>Algeria-EU Association Agreement</td>
</tr>
<tr>
<td>This/EC</td>
<td>European Commission</td>
<td>European Commission</td>
</tr>
<tr>
<td>CEQD</td>
<td>Cadre d’évaluation de la qualité des données</td>
<td>Data Quality Assessment Framework</td>
</tr>
<tr>
<td>CP/PD</td>
<td>Chef de Projet de jumelage</td>
<td>Twinning Project Director</td>
</tr>
<tr>
<td>CRJ/RTA</td>
<td>Conseiller résident de jumelage</td>
<td>Resident Twinning Advisor</td>
</tr>
<tr>
<td>DGP/PDG</td>
<td>Prospective Directorate General</td>
<td>Prospective Directorate General</td>
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<tr>
<td>DUE/EUD</td>
<td>Délégation de l’Union Européenne</td>
<td>European Union Delegation</td>
</tr>
<tr>
<td>EM (P)/MS(P)</td>
<td>État membre(partenaire)</td>
<td>Member State (Partner)</td>
</tr>
<tr>
<td>GAR/ROM</td>
<td>Gestion axée sur les résultats</td>
<td>Results Oriented Management</td>
</tr>
<tr>
<td>IEVP/ENP</td>
<td>Instrument européen de partenariat et de voisinage</td>
<td>European Neighbourhood Policy</td>
</tr>
<tr>
<td>IOV/OVI</td>
<td>Indicateur objectivement vérifiable</td>
<td>Objectively Verifiable Indicator</td>
</tr>
<tr>
<td>LTE/ELT</td>
<td>Expert Long Terme</td>
<td>Long Term Expert</td>
</tr>
<tr>
<td>MCJ/CTM</td>
<td>Manuel commun de jumelage</td>
<td>Common Twinning Manual</td>
</tr>
<tr>
<td>ONS/NSO</td>
<td>Office National de la Statistique</td>
<td>National Statistics Office</td>
</tr>
<tr>
<td>UGP/P3A PAO</td>
<td>Unité de gestion de Programme/Programme d’appui à la mise en œuvre de l’Accord d’association Algérie-UE</td>
<td>Project Administration Office/Support to the Implementation of the Association Agreement Algeria EU</td>
</tr>
<tr>
<td>PB/BC</td>
<td>Pays bénéficiaire</td>
<td>Beneficiary Country</td>
</tr>
<tr>
<td>RADP/DPRA</td>
<td>People’s Democratic Republic of Algeria</td>
<td>Democratic and People’s Republic of Algeria</td>
</tr>
<tr>
<td>STE/ECT</td>
<td>Expert Court Terme</td>
<td>Short Term Expert</td>
</tr>
<tr>
<td>TAIEX</td>
<td>Technical Assistance and Information Exchange</td>
<td>Technical Assistance and Information Exchange</td>
</tr>
<tr>
<td>UE/EU</td>
<td>Union européenne</td>
<td>European Union</td>
</tr>
</tbody>
</table>
1. Basic Information

1.1 Program
Program to support the implementation of the Algeria-EU Association Agreement: P3A-III ENPI/2013/024-758

1.2 Twinning Reference
DZ 13 ENI FI 02 16 R

1.3 Twinning Title
Support the PDG in organizing and making effective the business-processes related to the prospective

1.4 Sector
Economy- Finance

1.5 Beneficiary Country
People's Democratic Republic of Algeria

2 Objectives

2.1 General objective
The general objective of the twinning is to provide an advisory support to the PDG in terms of prospective, strategic steering and territorialisation of public policies ("anticipation-proposal-evaluation) in the socio-economic fields.

2.2 Specific objective
The specific objective is to strengthen the organisation and the capabilities of the PDG around the prospective business-processes and to develop an information management system as well as the necessary tools for the development and evaluation of public policies.
2.3 Contribution to the Association Agreement implementation

2.3.1 Strategic Framework

Within the framework of the Barcelona process and the Euro-Mediterranean partnership launched in November 1995, Algeria and the European Union have signed an Association Agreement (AA) which entered into force on September 1st, 2005. This defines the legal framework by which are established the relations between the parties in the economic, commercial, political, social and cultural fields.

The objective of strengthening the capacity of the Prospective General Directorate (PDG) in terms of monitoring and strategic analysis as well as evaluation is stated right from the Article 1 of the Algeria-EU Association Agreement: « promote the cooperation in the economic, social, cultural and financial fields ».

The twinning project of the PDG is an expression of the Community will to provide Algeria with a significant support in its efforts to reform in the areas of economic and social development. Throughout the targeted results, it will also feed the regular economic dialogue between the two parties in all fields of macro-economic policy. The Association Agreement (AA) road map also focuses, in the structural reformspart, on the implementation and modernisation of an economic information and prospective system.

More specifically, this twinning project is in line with the Economic Cooperation program; title V of the AA, Chapter 1, and Articles 47 to 50 and 64:

- **Art.47**: Bearing the strengthening of the economic and social cooperation;
- **Art.48**: Pertaining to the free trade between Algeria and the European Community;
- **Art.49**: Defining the means to be implemented in terms of cooperation: economic dialogue; information exchange; consulting; expertise and training activities; technical, administrative and regulatory assistance; support actions to partnership and investment;
- **Art.50**: On regional cooperation;
- **Art.64**: Aiming to align methodologies and to use statistics, amongst others, on foreign trade, public finance and balance of payments, population, migration, transport and telecommunications, and generally all the fields covered by this Agreement.

The twinning project is also in line with the social-cultural stream, Title VI of the AA:

- **Art. 74**: States the importance of social development, together with the economic development.

It is also in line with Title VII, Financial Cooperation section, notably in Articles 79 and 80:

- **Art. 79**: Concerning particularly the facilitation of reforms aiming to modernise the economy, upgrading the economic infrastructures and accompanying the policies implemented in the social sectors.
- **Art. 80**: Focused on restoring the major financial balances and the creation of an economic environment conducive to the step-up of growth and the improvement of the Algerian population welfare, and adapting the development policies supporting instruments.
2.3.2 Contribution to the Government's action plan implementation.

Through its action plan presented in 2015, the Algerian Government has set the objective to reduce the development delays that have built up for more than three decades and to create the necessary conditions for a sustainable integration of a knowledge-based Algerian economy. The Government plans to:

- Continue the efforts undertaken to integrate the economy into the regional and international environment and give priority to the national productive sphere in order to achieve the main objective of gradual phasing out of hydrocarbons dependence;
- Support a qualitative training of the human capital to enhance the effectiveness of the Algerian economy;
- Step up decentralisation by strengthening local authorities and improving territorial development forecasting and simulation tools.

In order to modernise the economic and financial sphere, the Government notably plans to:

- Pursue the prospective studies to deepen and clarify the country's development vision;
- Set up a monitoring system of international economic and financial trends;
- Develop macroeconomic forecasting tools.

The twinning project appears thus to fully comply with the Government program and will help to achieve the above stated objectives. Strengthening the PDG capacity will allow establishing, within the Ministry of Finance, the foundation of an organisation that would be the reference in terms of prospective and country strategic analysis.

3. Project Description

3.1 General context and justification of the Twinning

The PDG and its missions

The PDG was created within the Ministry of Finance in September 2013, after the suppression of the State Secretariat to the Prime Minister in charge of the Prospective and Statistics, as defined by the Executive Decree 13-423 of December 18th, 2013.

The Prospective General Directorate (PDG) has been mandated to analyse development policies, including sectoral policies, thereby supplementing the analysis functions of the budgetary and fiscal policies carried out by other departments of the Ministry of Finance.

The Decree n° 13-423 as of December 18th, 2013 has assigned the PDG 4 main missions:

- The development of studies and prospective analyses: in the economic, social and demographic fields; identification and study of strategic sectors;
- National long-term strategy in social, economic and territorial development fields: consistency analysis of economic and social development programs and analysing their consistency; participation in the national sustainable development; determination of stability conditions of major economic balances as well as their long-term stability;
- Monitoring and evaluation: evaluation of the development and growth programs impact; monitoring framework of the territorial development;
- The development of tools and methodologies: analysis and prospective tools, forecasting tools.
PDG missions consist of (i) analysing and processing information in order to establish the possible future scenarios (exploratory prospective answering the question "what can happen?") , (ii) identifying the means of action available to the State and support the formulation of measures (exploratory prospective or analysis answering the question "what can we do?"), and finally, (iii) monitoring and evaluating public policies.

The difficulties encountered by the PDG

The PDG is currently encountering difficulties to fully operationalise its missions. Its difficulties can be explained first by:

- Its organisation: an executive is initially specialised by thematic study rather than by business-process. In the future, the PDG must be able to constitute cross-functional teams and introduce a matrix management structured around its professions;
- Problems accessing and monitoring national and international information that are relevant for the analysis of key development issues;
- Insufficiency of the participatory approach, especially with the sectorial ministries;
- Lack of training and knowledge upgrade programs;
- And finally, the insufficient methodological skills to put the prospective analysis into practice.

PDG total staff is about 230 agents, including 33 senior executives and 50 engineers and administrators, dispatched between the different departments and services.

The PDG professions also require good functional capacities in terms of management, drafting, communication and relations, these capabilities must be strengthened in the upcoming years.

Relaunching the twinning request of the DGP

After transferring the SEPS activities in FGP, a new Twinning sheet was produced, literally repeating the terms of the previous record.

To account closer to its new missions, and on the advice of the Expert Referent Full of PSMFP, the DGP has reformulated its twinning application.

This pairing sheet has been revised to better adapt to the expertise available within Member-States.

Twinning input

The support provided by the twinning will allow the PDG to:

- strengthen the team-based approach of its business-processes, especially in terms of strategic monitoring, strategic analysis, macroeconomic projections as well as public policies monitoring and evaluation;
- receive practical training and workshops on methods and tools, as well as exchange of experience and good practice;
develop data processing and utilisation (strategic monitoring and information system) in the economic, social and territorial development fields;

- define the measurement instruments and tools necessary for the economic and social development;
- formulate strategic analyses of socio-economic development problems and propose related measures/actions;
- develop medium and long term macroeconomic scenarios, including notably, the impact of the Government's Action Program and the demographic changes;
- contribute to the monitoring work and evaluation of the public policies and the production of adequate indicators;
- Strengthen communication on the work performed by the PDG.

Assessment of the PDG twinning appropriation capacity

The PDG is currently experiencing deficiencies in terms of prospective and public policies monitoring-analysis-evaluation techniques. These issues are raised by the executives of the PDG regarding the capability of the latter to set up a prospective system specific to Algeria. The PDG executives are eager to acquire the methods and tools, and be aware of good practices in order to implement this system and better respond to Algerian socio-economic development issues.

After a thorough review of the statutory texts of the PDG and comprehensive interviews with the Director General and the 5 directors of the PDG, the international expert mandated by P3A considers, based on the results of the twinning project defined below, that the directorate general is ready to be reinforced as planned. The staff has the will and the necessary capabilities to put in place new methods, improve the information required for prospective analysis, and finally carry out the missions that have been assigned to the PDG, including notably the prospective in the economic and social matters. A particular attention has been given to the twinning activities scope with respect to the current capabilities of the DG and its staff to achieve the (mandatory) results, avoiding thus any over-commitment and duplication with all other potential contributions of donors.

3.2 Related Activities

The twinning project teams will ensure that there will be no duplication between the activities of the twinning and those that could be developed by other projects, notably those of the World Bank project and the UNESCO.

Up to now (1st semester of 2016), the PDG has not benefited from any significant support from funders. Only few training sessions have been delivered in the past two years.

- With the European Union: a twinning project is currently underway with the Directorate General of Taxes. 2 Other twinning projects are planned for the end of the year (2016), one concerns cadaster, whereas the other one is with the customs. Within the framework of the public finances agenda of P3A and its modernisation plan, different ad hoc missions are regularly organised to support budget, customs, public accounting, forecasting (PFDG), taxes, land registry and cadaster, information system, change management, and
public treasury. These actions are more finance and budget focused while the current twinning is rather focused on the macro-economic and social forecasting.

- **With the World Bank:** a project to support the Ministry of Finance is currently being prepared on the prospective vision of Algeria by 2035. This prospective vision will be developed from the sector analyses and will involve the main sectoral departments. The appropriation of these works involves de facto the prior strengthening of the PDG steering and technical coordination function which is considered the core of the twinning project. The PDG twinning project is on the PDG organisational improving, instruments and methods in the medium and long term prospective, as well as 3 pilot thematic experiments. A check will be conducted for redundancy during the achievement of the two projects.

- **With UNESCO**, including an EU funding input through the MED-Youth program: A project is being negotiated with the PDG which is rather focused on youth and training-employment adequacy. It is about conducting projections on the training needs based on the evolution of jobs. A particular attention shall be given to the complementarity of the two projects, the Twinning being more focused on the labor market and economic development, with an implementation in the 3 selected pilot areas.

### 3.3 Results

At the end of the twinning, the four following results must have been achieved:

- **Result 1:** The institutional, functional and organisational capabilities of the PDG are strengthened;

- **Result 2:** A system for the collection, processing and dissemination of information is operational allowing the development of strategic analyses;

- **Result 3:** Prospective studies are carried out from suitable instruments;

- **Result 4:** The PDG has good command of public policies monitoring and evaluation methods.

**Result 1: The institutional, functional and organisational capabilities of the PDG are strengthened**

The operationalisation of the PDG in its overall advisory support to strategic steering and the territorialisation of public policies require the prior analysis of:

- The functional capacity of the PDG and its departments to respond to its missions in terms of strategic monitoring, prospective and strategic analysis, as well as follow-up and evaluation of public policies;
- The organisation of the PDG and its departments (economic prospective analyses and studies, prospective studies of human development and demography, growth policies, social prospective analyses and studies, prospective studies to support the territorial
development, directorate of methods, directorate of information system and pooled functions).

This institutional, functional and organisational diagnosis of the PDG is necessary to identify and propose the strengthening measures of the PDG cross-cutting management (matrix) as well as to give guidance to the development of capabilities in terms of (i) information access and processing, (ii) projection, forecasting and simulation tools and instruments, (iii) public policies monitoring and evaluation tools and instruments, and (iv) communication, negotiation and drafting. This will help to define in advance the job descriptions that match the target organisation of the PDG and the related staff training plan, at both the managerial and technical levels, which will then be implemented during the two-year period of the twinning project.

Indicators (OVI) - R1:

- A functional and organisational diagnosis-audit and proposals are delivered to strengthen the PDG capabilities;
- The job descriptions of the senior executives (33) and middle executives (50) are established on the basis of this audit-diagnosis;
- A bi-annual and modular training plan for the PDG executives is developed and implemented, including the familiarisation with the good European practices and public management training.

Result 2 : A system for the collection, processing and dissemination of information is operational allowing the development of strategic analyses

The access to and the dissemination of knowledge are now recognised as having a decisive impact on the economic and social development and on the quality of its programming. One of the bottlenecks encountered by the PDG in its advisory support function is as a matter of fact the quality of and access to information (be it national/international; quantitative/qualitative). The strengthening of the strategic monitoring, upstream, and of the analysis and strategic prospective, downstream, is achieved through the design, then the setting up of a specific economic, social and territorial information system (or a platform of economic intelligence). This information system will in particular allow defining the type of information necessary to the formulation of strategies, the data sources and methods of collection relating thereto, as well as information processing, synthesis, dissemination and access techniques. This shall help the access to and processing of quantitative and qualitative, national and international information. As for the national statistical data, an assessment of their quality (methodological rigor, adequacy to the users’ needs, dissemination, and accessibility) is a prerequisite to be able to improve their use for decision making purposes. The operationalisation of the economic, social and territorial information system will help to issue and disseminate a strategic watch bulletin.

Indicators (OVI) - R2:

- An economic, social and territorial information system is designed and used by the PDG to formulate strategic analyses and measures;
- A biannual bulletin of economic, social and territorial information is regularly elaborated by the PDG and then disseminated starting from the second year of the twinning project;
A plan for data development as per the international standards is formulated and ready to implement in the fields of (1) education-training-employment, (2) international environment and (3) territorial development.

**Result 3 : Prospective studies are carried out using adapted instruments;**

The Algerian economy has to deal with many challenges: absorption of unemployment (youth in particular); diversification of sectors of growth and exports; effectiveness of the public investment; good command of demographic development impact on public expenditures. The drop in oil prices since the end of 2014 has reinforced the questions on the economy dynamics and its long-term sustainability (depletion of revenues on hydrocarbons, external balances, back to full employment, etc.).

In such a context, a prospective vision of the Algerian economy (over a 20-year horizon) is more than necessary to give guidance and prepare economic policy decisions. The PDG must have the ability to develop a comprehensive report in the long run possible growth scenarios and their economic and social impact. This means to develop a macro-economic forecasting tool by enriching its features (impact analysis) while consolidating its appropriation by the PDG teams. The development of benchmark prospective studies (on matters like education, training and employment; diversification of the economy to the export; territorial development) will help target the strategic stakes, respectively in terms of return to full employment, diversification of the economy and territory balance. Their findings will feed then the assumptions of macro-economic growth scenarios and the preparatory works for the report "prospective vision of the Algerian economy (Horizon 2035)". The thematic studies that will be developed will lead the PDG departments to do more work in synergy with the other economic and social stakeholders, and this will be done around a common deliverable which is the prospective report on the Algerian economy by 2035.

**Indicators (OVI) – R3:**
- Three benchmark prospective studies in the fields of education-training-employment, exports and territorial development are carried out;
- Based on the prospective studies, a report including three growth scenarios of the Algerian economy in the long run is developed by the PDG.

**Result 4 : The PDG has good command of public policies monitoring and evaluation methods;**

The modernisation of the public finance management system and the transition to a results-oriented management (ROM) require a thorough monitoring and evaluation of public policies in their various dimensions. The evaluation of public policies is a recent approach in Algeria and remains insufficiently known and disseminated. In this context, it seems necessary to strengthen, upstream, the formulation of results-oriented public policies by constituting dedicated teams (including an approach training of trainers). The establishment of monitoring and evaluation frameworks of these policies (territorial development, social budget of the nation, etc.) will be in priority focused on the main priorities of the Government Action Plan (GAP). The implementation works will primarily focus on the monitoring and evaluation in the economic and social sector, as well as the territorial development. It will also measure the impact of these policies in financial, economic and social terms. (here notably on the household incomes).
Indicators (OVI) - R4:

- The good practices in terms of formulating public policies are well mastered by the PDG executives and are applied to the master plans of the three pilot areas;
- The monitoring and evaluation methods of public policies are well mastered by the PDG executives and are applied to the master plans of the three pilot areas.

3.4 Activities

Note that the resources estimated as the following for each of the twinning activities and the number of the necessary 457 working days, are exposed indicatively. Member States remain free to bring their added value and suggest ways they deem best suited to achieve the optimal activities. Only the results of the twinning remain intact.

3.4.1 Opening and Closing Conferences

<table>
<thead>
<tr>
<th>Activity A.1.</th>
<th>Twinning Opening Conference</th>
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<tbody>
<tr>
<td>Description</td>
<td>This half-day conference is organised to help the mobilisation of all the project stakeholders and raise their awareness about their contributions in the different planned activities. The conference will also help in giving visibility to the twinning project. This is the reason why the different external partners of the twinning project will be invited. It will be held on a half-day and will be organised in the presence of high-level personalities of both the People's Democratic Republic of Algeria and the partner member State. The main donors will also be invited. Press coverage/TV will be organised. The opening seminar will be held 2-3 months at the latest after the kick-off of the twinning. (1 working day)</td>
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<thead>
<tr>
<th>Activity A.2.</th>
<th>Twinning Closing Conference</th>
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<tbody>
<tr>
<td>Description</td>
<td>This half day closing conference will be organised in order to present the results achieved by the end of the Twinning project. Attention will be given to the impact and the sustainability of the project and recommendations will be formulated in order to continue the activities after the project completion. The closing conference/seminar will contribute to improve the visibility of the twinning among Algerian and foreign partners. Press /TV coverage will be organised. The closing seminar will be held no later than 1 month before the completion of the twinning project. (1 working day)</td>
</tr>
</tbody>
</table>
### 3.4.2 Activities of Result 1: The institutional, functional and organisational capabilities of the PDG are strengthened;

<table>
<thead>
<tr>
<th>Activity A.1.1</th>
<th>Organisational and functional diagnosis of the PDG</th>
</tr>
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<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The PDG is a structure created recently within the Ministry of Finance. The effectiveness of the missions conferred to the PDG requires that the organisation of the PDG to be strengthened around its main functions which are the monitoring, strategic analysis, the formulation and the follow-up &amp; evaluation of public policies and measures. The experts will conduct a complete diagnosis of the PDG current situation in terms of missions, organisation, human and logistic resources and functioning. The diagnosis shall be based on the analysis of the activities carried out to date. They will issue recommendations to make the PDG more operational.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>Senior executives, executives and engineers of the directorate. (20 working days)</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Activity A.1.2</th>
<th>Elaboration of the job descriptions of the PDG executives</th>
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<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Experts will develop job descriptions of the PDG senior and middle executives (approximately 50) based on the missions which would have been already defined according to the target organisation. These job descriptions will be detailed in terms of skills, responsibilities and tasks to accomplish.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>Senior executives, executives and engineers of the directorate. (20 working days)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Activity A.1.3</th>
<th>Study visit to planning and prospective structures</th>
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<tr>
<td><strong>Description</strong></td>
<td>The object of the study visit is to enable beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU organisation in charge of the prospective.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>6 PDG executives.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Activity A.1.4</th>
<th>Upgrading the technical and managerial skills of the PDG executives</th>
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<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Individual training needs and specific to each executive mission shall be established based on job descriptions, target organisation, and PDG executives’ job profiles. A program of technical trainings (methodologies; management and information processing; prospective analysis; monitoring and evaluation) and management (communication and negotiation; accountability, delegation, HR management) is prepared in modular form. It will be implemented during the achievement of the other twinning activities. Only the managerial trainings are taken into account in this activity. Particular attention will be given to the training of trainers who will be in charge, in their turn, of training managers of the PDG.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td></td>
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13
The whole managerial staff and top management of the PDG. (20 working days)

<table>
<thead>
<tr>
<th>Activity A.1.5</th>
<th>Strengthening the relations of the PDG with partner organisations</th>
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<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The PDG will, within its mandate, have to broaden the scope of its relations with different departments and sectoral structures as well as some international agencies, in charge of the prospective and economic and social information processing. This activity will be implemented in the framework of the 3 pilot operations that will be supported by the twinning project (Social Development, Economic Development and Territorial Development, cf. in particular Result 2). The consolidation of these partnerships will be ensured by the support of experts in the following activities of the twinning. This activity includes the organisation of a large conference with all stakeholders invited during which the Twinning activities will be presented.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>A working group of the PDG (10 persons) and the DG, number of stakeholders. (20 working days)</td>
</tr>
</tbody>
</table>

3.4.3 Activities of Result 2: A system for the collection, processing and dissemination of information is operational allowing the development of strategic analysis;

<table>
<thead>
<tr>
<th>Activity A.2.1</th>
<th>Design an economic and social information system</th>
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</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>To carry out these activities, the PDG needs to access, store and disseminate various information both at the national and international level. The information system that the PDG has started to put in place must be consolidated in the form of an economic intelligence platform (EIP) in order to enable decision makers to access qualitative and quantitative information previously processed so as to facilitate their reading and utilisation.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>A working group (WG) of 7 executives of the PDG. (20 working days)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity A.2.2</th>
<th>Study visit to European economic and social information centers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The purpose of the study visit is to enable the beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU organisation</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>6 PDG executives.</td>
</tr>
<tr>
<td>Activity A.2.3</td>
<td>Select the priorities to upgrade statistical data in the economic and social fields</td>
</tr>
<tr>
<td>Description</td>
<td>During the twinning implementation, 3 areas will be selected for experimental/pilot analysis: (1) education-training-employment, (2) international environment, (3) territorial development. Though the recent dynamics of the Algerian statistical system is positive, this latter has limits (methodological rigor, adequacy to the needs of users, dissemination, accessibility, homogeneity) in view of the ISO international standards. The recommended practices at the international level consist of establishing a diagnosis based on data quality assessment frameworks (DAQF) in order to guide the statistical development plans. Given its positioning, the PDG constitutes a central structure to steer and contribute to these diagnostics. This activity will allow the PDG to appropriate and apply data quality assessment methodologies and to apply them in the three targeted pilot areas targeted of the twinning. A working group (WG) of 7-10 PDG executives. (20 working days)</td>
</tr>
<tr>
<td>Beneficiary(ies)</td>
<td></td>
</tr>
</tbody>
</table>

| Activity A.2.4 | Implement the social and economic information system and train executives on how to use it |
| Description | The set-up of the economic and social information system in Activity A2.1 is based on a clear and precise definition of the structures' responsibilities involved in its management and utilisation as well as the organisation of the information collection and processing operations. The procedures pertaining to the responsibilities in terms of collection, processing and dissemination of the information must therefore be defined. The PDG executives will be trained in strategic intelligence monitoring tools and data processing (cross-checking information, mapping, etc.) in order to be able to take in charge by themselves the operationalisation of the information system in the three pilot areas. A working group (WG) of 7-10 PDG executives. (25 working days) |
| Beneficiary(ies) | |

| Activity A.2.5 | Issue biannual social & economic information and watch bulletin |
| Description | The purpose of strategic intelligence is to clarify the environment of an organisation, to develop its anticipatory and reactive capabilities to cope with the evolutions of this environment and to better accompany it in its strategic actions. The works of strategic monitoring may have an impact only if they are shared with decision makers and the different stakeholders of the economy. In order to address these concerns, the PDG has decided to put in place an economic and social information and monitoring bulletin. A working group (WG) of 7 PDG executives. (15 working days) |
| Beneficiary(ies) | |
### 3.4.4 Activities of Result 3: Prospective studies are conducted using suitable instruments:

<table>
<thead>
<tr>
<th>Activity A.3.1</th>
<th>Improve the macroeconomic forecasting tool in the medium and long term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>In order to strengthen its medium and long term forecasts/projections, the PDG has set as a priority the improvement of modeling of economic agents behaviors, as well as of the potential production of the Algerian economy. These tasks are necessary to improve the PDG medium and long term macro-economic model properties and systematise its utilisation in the development of medium and long term macroeconomic scenarios. The model and its properties will be systematically documented in order to facilitate its appropriation and its sustainability. This work will be carried out using the PDG macro-econometric model by analysing in priority the points related to the three pilot areas: labor market, specialisation to the Export and potential offer, public expenditures and territorial development.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>15 executives working on the macro-economic model. (40 working days)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity A.3.2</th>
<th>Study visit to International Economy Centers and Forecasting Institutes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The purpose of the study visit is to enable the beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU organisation in charge of the prospective.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>6 PDG executives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity A.3.3</th>
<th>Formulation of export diversification strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Algeria is engaged in a process of economic opening since the end of the eighties. This economic opening process is part of the diversification of the Algerian economy and the preparation to post-hydrocarbons. It is assumed that the Algerian authorities have a long-term vision concerning the integration of the Algerian economy into the chain of global values allowing to better exploit the comparative advantages of Algeria and to take into account the developments of its regional and international environment. This approach is also in line with the association agreement framework in which are sought the free movement of goods, the quality of products and the competitiveness of the Algerian economy.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>15 PDG executives working on the macroeconomic forecasting. (40 working days)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity A.3.4</th>
<th>Prospective study of the labor and employment market dynamics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The activity consists of developing a prospective vision of the labor and employment market structured around three scenarios. These scenarios will be based on the analysis of the demographic dynamics, the individual behaviors (rate of activity, etc.) and businesses (management of human resources, etc.) and of the educational and training system evolution as well</td>
</tr>
</tbody>
</table>
as that of the labor market. The economic and social impact on life conditions of the various scenarios will be established. This prospective study will stimulate the formulation of long term macro-economic scenarios.

15 PDG executives working on the macroeconomic forecasting. (40 working days)

### Activity A.3.5  
**Prospective study on the territorial dynamics and challenges**

**Description**

The activity consists of developing a prospective vision of Algeria’s territorial development. The PDG has begun to develop a monitoring framework of the territorial development. This framework is designed as a decision support system and is similar to a territorial information system (TIS). The activity proposes to accompany the implementation of the TIS and to study the dynamics of territorial development from meaningful indicators and a monitoring dashboard.

15 PDG executives working on the macroeconomic forecasting. (40 working days)

### Activity A.3.6  
**Support the PDG in the formulation of long term macro-economic scenarios (20-year period)**

**Description**

The formulation of long term scenarios is a recommended practice at the international and national level. Such an exercise allows to better identify the impact of the structural changes (impacts of demographic developments, labor market, positioning on the international markets, effectiveness of public investment, diversification of the economy, etc.) and the sustainability of possible trajectories of the economy. In the case of the Algerian economy, such a scenario should consider the depletion of oil resources and its impact on the sustainability of public finances and external balances.

The thematic studies will feed the long term macroeconomic scenarios.

15 PDG executives working on the macroeconomic forecasting. (45 working days)

3.4.5 Activities of Result 4: The PDG has good command of public policies monitoring and evaluation methods;

### Activity A.4.1  
**Initiate the PDG to the design of results-based public policies**

**Description**

The monitoring and evaluation is firstly based on the knowledge of approaches and methods pertaining to public policies formulation. These practices are currently little developed in Algeria. The activity will allow the PDG executives to appropriate the diagnostic techniques and the design of a public policy and then apply them to three existing sectorial master plans in order to reformulate them in a results-oriented management logic.

**NB:** The training on monitoring and evaluation of policies is included in Activity 4.3.

A working group of 6-8 PDG executives. (20 working days)
<table>
<thead>
<tr>
<th>Activity A.4.2</th>
<th>Study visit to Monitoring and Evaluation Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The purpose of the study visit is to enable the beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU organisation.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>6 PDG executives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity A.4.3</th>
<th>Application of public policies monitoring &amp; evaluation methodologies in the three pilot areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The purpose of this activity is to apply the methods of monitoring and evaluation to the three pilot areas as per the international standards. The activity will be organised around trainings on monitoring-evaluation (methodological approach; organisation of monitoring and evaluation systems; institutional stakes and partnerships). A working group will then be put in place to develop a methodological evaluation guide and apply it in the three pilot areas of the twinning.</td>
</tr>
<tr>
<td><strong>Beneficiary(ies)</strong></td>
<td>15 PDG executives. (70 working days)</td>
</tr>
</tbody>
</table>

### 3.5 Means and inputs of the twin Member State administration

#### 3.5.1 Profile and tasks of the project director (PD)

The project director of the Member State shall be a high-ranking official or agent who works for the twin administration, but who devotes part of his/her time to conceive, oversee and coordinate the project. She/he must be able to conduct an operational dialogue and obtain the required support at the political level. She/he must provide the necessary solutions to the problems and difficulties encountered during the implementation of the twinning project. His/her level of responsibility must allow him/her to mobilise government administration and partner institutions, and to call on short term experts to support the effective implementation of the planned activities.

The project director shall devote at least 3 days per month to the project, and will conduct a site visit every 3 months to participate to the Steering Committee meetings. The PD oversees the implementation of the twinning project in collaboration with the BC project director. Both Project Directors organise and jointly chair the quarterly meetings of the Project steering committee.

The project director must be a high public servant with proven experience in a public administration, or a mandated body, preferably in the field of planning and prospective.

#### 3.5.2 Profile and tasks of the Resident Twinning Advisor (RTA)

The / CRJ is official expert or expert mandated body of the Member State called upon to work on the twinning full-time duration in Algeria, is the matchmaking interface. He / she is responsible (e) to ensure the implementation of the twinning project. He / she is also
responsible for providing technical advice as required and assist the DGP and all institutes / recipient organizations on a daily basis within the predefined work plan.

Notably, in liaison with the PD of the Beneficiary Country, he/she:

- Ensures the proper implementation of the work plan and activities of the project in compliance with the expected results and the allotted time;
- Coordinates and mobilises the short term experts and ensures the good quality of the work provided;
- Organises the project opening and closing conferences and prepares visibility documents in compliance with the EU rules;
- Ensures the proper management of twinning activities, personnel and logistics;
- Provides relevant information to produce documents as required by the Twinning Manual (to be jointly signed by MS PD and BC PD) such as side letters, amendments to the twinning contract, requests for payment, the project budget consumption monitoring;
- Provides technical advice to the PDG within the framework of a predetermined work plan;
- Participates and ensures the quality of the project kick-off reports, as well as the quarterly and final reports;
- Organises with the BC PD, and participates to the steering committees.

3.5.3 Profile and tasks of the RTA’s assistant

The RTA will be assisted by a full-time project assistant who will be recruited locally once the project is awarded and shall be paid out of the twinning contract budget.

It is important that the assistant be a university graduate having all the skills necessary to support the RTA’s activities. In particular, he/she will ensure all the administrative tasks, be it clerical, general management of the project, logistics, expenditure and occasionally providing translation and consecutive interpreting. He/she must have an excellent ability to interpersonal relationships and the sense of organisation. It is essential that he/she has good command of at least 2 or three languages, Arabic, French and English.

3.5.4 Profile and tasks of Short term experts

The Member State will mobilise a team of short term experts (STE) in coordination with the RTA in order to implement the different activities based on the indications set out in this project fiche.

The RTA will be assisted (e) by short term experts in order that the whole spectrum of the required expertise is covered. These will be qualified experts in the field of prospective and capable of providing the necessary skills to perform the project activities.
4. Institutional framework

4.1. Beneficiary Institution

The Prospective General Directorate (PDG) has been mandated to analyse development policies, including sectorial policies, thereby supplementing the analysis functions of the budgetary and fiscal policy performed by other departments of the Ministry of Finance.

The PDG has been created within the Ministry of Finance in September 2013, after the suppression of the State Secretariat in charge of the Prospective and Statistics to the Prime Minister, as defined by the Executive Decree 13-423 of December 18th, 2013.

The Decree n° 13-423 as of December 18th, 2013 has assigned the PDG 4 main missions:

- Development of studies and prospective analysis;
- The long term national strategy in the social, economic and territorial development;
- Public policies monitoring and evaluation;
- The development of methodologies and instruments.

This same decree 13-423 as of 18 December 2013 has organised the PDG around five thematic departments:

- Department of Analysis and economic prospective studies.
- Department of Analysis and social prospective studies;
- Department of prospective studies of human development and demography;
- Department of growth policies;
- Department of prospective studies to support the territorial development,

These 5 departments can conduct both the prospective as well the assessment and harmonisation works. Some of the functions of the PDG are shared/pooled between the thematic departments. There are two other departments with a more crosscutting nature:

- Department of methodologies;
- Department of information system.

There are a total of 230 agents at the PDG, among which 33 senior executives and 50 engineers and administrators, dispatched in the different departments and departments of the Directorate General.

In 2014, the PDG had a program of activities on which DG teams are currently working. The program has 4 lines of work illustrated by the following activities:

(1) Achievement of specific macro-economic and sectoral studies related to public policies: benchmarking study, production and competitiveness, financing of the economy diversification;

(2) Search for prospective indicators and instruments: study and measurement of labor, employment and income policies; impact and measurement of public investment programs on territorial development; improvement of the macro-economic forecasting model, productivity indicators (TFP);
Achievement of prospective studies: development of a model for the pension system in Algeria; a project on the objectives of the sustainable development post 2015, prospective study on domestic and external energy demand, Algerian demographic prospects by 2050, financing of housing and demand evolution outlook; setting-up of an information system at the PDG;

Strengthening of the PDG staff capabilities: training and upgrade of the staff in terms of methods, tools, analysis capacity and modeling.

The Director General ensures the necessary staff will be made available for the twinning project to achieve the results in the best conditions possible. A particular attention was also given to the scope of the Twinning activities as regard the current capabilities of the DG to achieve the (mandatory) results, avoiding thus over-sizing.

4.2. Other partner institutions

No other administration or national institution is the direct beneficiary of the twinning. However, during the implementation of the actions under the framework of the twinning project, it is essential that the PDG works closely with various public and civil society partners, notably for example the universities, research centers and specialized high schools, the territorial officials, the monitoring bodies, the services of prospective/sectoral planning, the Economic and Social Council, national and foreign public and private experts.

5. Budget

1.000.000€

6. Methods of implementation

6.1 Project Contracting Authority

The Project Administration Office/Support to the Implementation of the Algeria EU Association Agreement (UG-P3A) is the contracting authority.

UGP-P3A is located at:
Palais des expositions, Pins Maritimes, Mohammadia – Alger
Tél. +213 21.21.94.02 / +213 21.21.94.01
Fax. +213 21.21.04.12
Website: www.p3a-algerie.org

Person in Charge: Djilali Lebibat
National Director of the Program - P3A-III
E-Mail: djilali.lebibet@p3a-algerie.org

6.2 Beneficiary Institution

The beneficiary institution is: The Prospective Directorate General (PDG), Ministry of Finance.
Monsieur Le Directeur Général de la Prospective
Tél : +213 21 595 556
Courriel : sofiane.hazem@mf.gov.dz

Project Director
Mr. /Ms. (last name, first name) HAZEM Sofiane, (function) General Director of Forecasting, will be designated as the twinning Project Director for the Algerian party. He/she will work in close collaboration with the project director of the Member State, the RTA and his counterpart. He/She will ensure the follow-up of the twinning activities progress and will provide all the necessary support to ensure the smooth running of the project. He/She will co-chair the twinning quarterly steering committees.

Direction Générale de la Prospective
Tél : +213 21 595 268
Télécopie : +213 21 595 220
Immeuble Ahmed FRANCIS 16306, Alger
Monsieur Sofiane Hazem :
Téléphone : +213 21 595 556
Courriel : sofiane.hazem@mf.gov.dz

RTA Counterpart
Mr. /Ms. (last name, first name) AZZAZ Larbi, (function) Director prospective studies of the Human Development and Demography, will be the main counterpart of the RTA and as such will be his/her main referent during the entire period of the twinning. He/she will be notably in charge of the day-to-day coordination with the RTA of all the actions falling within the scope of the Algerian part of the twinning and to liaison with the corresponding Algerian executives or working groups and the key experts of the Member State.

Direction Générale de la Prospective
Tél : +213 21 595 268
Télécopie : +213 21 595 220
Immeuble Ahmed FRANCIS 16306, Alger
Monsieur Larbi Azzaz
Key experts:
In addition, each result of twinning, will be the responsibility of a key expert:

- Result 1: Brahim Belhimeur, Study Director at the DG.
- Result 2: Mr. Djamel Eddine Shooting, Director of Information System and of shared functions.
- Result 3: Miss Hadda Rabouh, top official in charge of instruments and methods.
- Result 4: Chaouchi Hamid, Director prospective studies supporting territorial development.

Material resources
In accordance with Section 5.13.3 of the Common Twinning Manual (CTM), Review 2014, the twinning beneficiary institution (the PDG) is exclusively responsible for the provision of all professional infrastructure and equipment to ensure the best working conditions to the project experts. In no case, equipment may be funded using part of the Twinning budget funded by the European Union.

Working language
The official language of the project will be French or English. Some contributions can be delivered in another official language of the EU. The translations and interpreting, notably into Arabic, are eligible expenditure in the twinning budget. An interpreter is made available for the project during its entire period (24 months). He/she is paid from the budget of the twinning.

6.3 The Project Steering Committee

The Steering Committee is composed of the project directors of the Lead Member State and of the BC, of the two RTA’s (MS and BC), representatives of the UGP-P3A and of the EU Delegation. The Steering Committee meets at least once a quarter, to discuss the progress made by the project, check the achievements obtained and the achievement of mandatory results, and to consider the actions to be implemented for the next period. The members of the Steering Committee will review and will make corrections to the quarterly reports prior to their submission for validation.
7. Schedule of implementation

7.1 Call for proposals date

August 2016

7.2 Expected date for twinning activities kick-off

January 2017

7.3 Project duration

24 months

8. Sustainability of the project

The project will directly provide a substantial support to the process of strengthening the institutional and technical capabilities of the Prospective Directorate General (PDG), which should enable the PDG to conduct in a sustainable manner its missions of prospective, notably in the fields of the development of prospective studies and analyses; the long-term national strategy in the social, economic and territorial development areas; public policies monitoring and evaluation; and the development of methodologies and instruments.

At the end of the twinning, the methods and tools put in place, as well as the first pilot studies, will continue and be applied to other areas of intervention, or sectors falling within the scope of medium and long-term macro-economic and social prospective.

9. Cross-cutting issues

Gender mainstreaming
Algérie is fully committed to gender matters as they are defined in the objectives of the Millennium. The access to public services without differentiation or discrimination between men and women is a fundamental principle which is also applied in the administration, and particularly within the Ministry of Finance and the PDG. Some of the analyses carried out, and to be conducted by the PDG in a near future, deal specifically with this issue. This twinning project is neutral regarding gender mainstreaming.

Note: During the preparation of the contract, the gender approach will be reviewed (with the help of external technical expertise) to be effectively integrated in all planned actions.

Democracy, good governance and rule of law
The twinning project is, in general, in line with the values and principles stated and accepted in the Algeria-EU Association Agreement. The PDG is concerned with these issues and some prospective studies closely consider welfare related matters, access to social goods and services (social welfare, pensions, housing) and are in line with the economic and social development for all, without discrimination, as per the legal regulations and justice, as well as in the rule of law.

Environment
Algeria is very sensitive to environmental issues. A study of the PDG is about defining the sustainable development objectives after 2015. Sustainable development is an important dimension in the development of macro-economic, social and environmental forecasts in the long-term or by 2035.

10. Conditionality and sequencing

A commitment and a strong support is expected from the beneficiary, including their participation in the Steering Committee in which they play an active role in the coordination and implementation of the twinning project.

To ensure the success of this project, the beneficiary undertakes to perform all the activities planned for each component. The beneficiary undertakes to ensure implementation of these activities for a transfer of expertise and skills, and therefore the results and lasting effects for the institution.

Sequencing:
The table with the implementation schedule (Annex 2) mentions an indicative sequences of the different activities based on the results to be obtained over the period of 24 months knowing that the contracting deadline is December 19, 2016.

Annexes

- Logical Framework Matrix
- Schedule of implementation
### Logical Framework Matrix

<table>
<thead>
<tr>
<th>Acronym of twinning: &quot;PDG&quot;</th>
<th>Reference: DZ 13 ENI FI 02 16 R</th>
<th>Project duration: 24 months</th>
<th>Budget: 1.000.000€</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General objective</strong></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Verification Sources</strong></td>
<td></td>
</tr>
<tr>
<td>The general objective of the twinning is to provide an advisory support to the PDG in terms of prospective, strategic steering and territorialisation of public policies in the socio-economic fields.</td>
<td>PDG fundamental missions are restored Staff skills are strengthened PDG work quality is improved</td>
<td>- Skills assessment - Activities annual reports</td>
<td></td>
</tr>
<tr>
<td><strong>Specific objective</strong></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Verification Sources</strong></td>
<td><strong>Assumptions and Risks</strong></td>
</tr>
<tr>
<td>The specific objective is to strengthen the organisation and the capabilities of the PDG around the prospective business-processes and to develop an information management system as well as the necessary tools for the development and evaluation of public policies</td>
<td>- The PDG has the necessary skills to perform all of the prospectivetasks - the prospective methods and tools are in place - PDG fundamental missions are covered</td>
<td>- Trainings delivered and assessed - Number of prospective studies carried out - Implemented prospective methodologies - Scenarios carried out - Public Policies Evaluation Reports</td>
<td></td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Verification Sources</strong></td>
<td><strong>Assumptions and Risks</strong></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| **Result 1.** The institutional, functional and organisational capabilities of the PDG are strengthened; | - A functional and organisational diagnosis-audit and proposals are delivered to strengthen the PDG capabilities;  
- The job description of the senior executives (33) and middle executives (50) are established on the basis of this audit-diagnosis;  
- A bi-annual and modular training plan for the PDG executives is developed and ready to be implemented, including the familiarisation with the good European practices and public management training. | - Audit Report and Recommendations  
- Job descriptions prepared  
- Organisation of the PDG reviewed as per occupations  
- The bi-annual training plan implemented  
- Conference report |  
| **Result 2.** A system for the collection, processing and dissemination of information is operational allowing the development of strategic analyses; | - An economic, social and territorial information system is designed and used by the PDG for the elaboration of analyses and strategic measures;  
- A biannual bulletin of economic, social and territorial information is regularly elaborated by the PDG and then disseminated starting from the second year of the twinning project;  
- A plan for data development as per the international standards is formulated and ready to implement in the fields of (1) education-training-employment, (2) international environment and (3) territorial development. | - The new information system is operational  
- 2 semi-annual bulletins are produced  
- 3 databases are available and consulted | - Possible risk concerning the quality of the data available |
| **Result 3.** Prospective studies are conducted using suitable instruments; | - Three reference prospective studies in the fields of education-training-employment, exports and territorial development are carried out;  
- Based on the prospective studies, a report including three growth scenarios of the Algerian economy in the long term is developed by the PDG. | - Three prospective studies  
- 3 scenarios on the Algerian economy growth. | Hypothesis on the active participation of sectorial stakeholders. |
| **Result 4.** The PDG has good command of public policies monitoring and evaluation methods; | - The good practices in terms of formulating public policies are well mastered by the PDG executives and are applied to the master plans of the three pilot areas  
- The monitoring and evaluation methods of public policies are well mastered by the PDG executives and are applied to the master plans of the three pilot areas. | - 3 Public policies analysis reports  
- 3 Public policies evaluation reports  
- Steering elements of these policies |  

27
<table>
<thead>
<tr>
<th>NO.</th>
<th>Indicative activity</th>
<th>Tasks</th>
<th>Deliverables</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RESULT 1. THE INSTITUTIONAL, FUNCTIONAL AND ORGANISATIONAL CAPABILITIES OF THE PDG ARE STRENGTHENED</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| A.1.1 | Organisational and functional diagnosis of the PDG  
- The operability of the missions conferred to the PDG requires that the organisation of the PDG be strengthened around its main functions which are the monitoring, strategic analysis, the formulation and the follow-up & evaluation of public policies and measures.  
- A complete diagnostic of the PDG current situation will be carried out, in terms of the missions, organisation, human resources and logistics and operation. The diagnosis shall be based on the analysis of the activities carried out to date. They will make recommendations to make the PDG more operational. | - PDG complete diagnosis report and recommendations                                                                                                     |                                                      |             |
|     | A.1.2 | Elaboration of the job descriptions of the PDG executives.  
- Experts will develop job descriptions of the PDG senior and middle executives based on the professions which would have been already defined according to the target organisation. These job descriptions will be detailed in terms of skills, responsibilities and tasks to accomplish. | - 50 job descriptions for senior and middle executives.                                                                                              |                                                      |             |
|     | A.1.3 | Study visit to planning and prospective structures  
- The object of the study visit is to enable beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU organisation in charge of the prospective. | - Study visit report drafted by the participants                                                                                                       |                                                      |             |
|     | A.1.4 | Upgrading the technical and managerial skills of the PDG executives.  
- Individual training needs and specific to each executive occupation shall be established based on job descriptions, target organisation, and PDG executives’ profiles.  
- A modular technical training program will be prepared.  
- A public management training program  
- Particular attention will be given to the training of trainers | - The modular technical training program.  
- The public management training program  
- Management training materials  
- Assessment report of the management training  
- Availability of executives for the training |                                                      |             |
<table>
<thead>
<tr>
<th>NO.</th>
<th>Indicative activity</th>
<th>Tasks</th>
<th>Deliverables</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1.5</td>
<td>Strengthening the relations of the PDG with partner organisations</td>
<td>The PDG will have to broaden the scope of its relations with different departments and sector structures as well as some international agencies, in charge of the prospective and economic and social information processing. – Organisation of an international conference (1/2 day) the theme of which shall be the place of the prospective in the economic and social development in Algeria and mobilisation of national and international actors.</td>
<td>– Guests list  – Conference agenda  – Minutes of the session  – Decisions record</td>
<td>- The most important possible mobilisation of partners</td>
</tr>
</tbody>
</table>

**RESULT 2. A SYSTEM FOR THE COLLECTION, PROCESSING AND DISSEMINATION OF INFORMATION IS OPERATIONAL ALLOWING THE DEVELOPMENT OF STRATEGIC ANALYSES**

<table>
<thead>
<tr>
<th>NO.</th>
<th>Indicative activity</th>
<th>Tasks</th>
<th>Deliverables</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.2.1.</td>
<td>Design an economic and social information system</td>
<td>Four missions are organised:  - Constitution of a working group and organisation of workshops in order to identify the type and sources of information that the PDG needs  - Targeting the monitoring tools to acquire (RSS Feed, sitesalert, data exchange protocols, information mapping tools, etc.)  - Proposal for the economic and social information system structuring.  - Workshop to endorse the road map for the development of the economic and social information system;</td>
<td>– Activities report(4)  – Social and economic information system design report  – Road map for the development of the economic and social information system</td>
<td>Access to information is facilitated for the PDG agents. unreliable data quality</td>
</tr>
<tr>
<td>A.2.2.</td>
<td>Study visit to European economic and social information centers</td>
<td>The purpose of the study visit is to enable the beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU center.</td>
<td>Study visit report drafted by the participants</td>
<td></td>
</tr>
<tr>
<td>A.2.3.</td>
<td>Determine the priorities to upgrade statistical data in the economic and social fields</td>
<td>- Training of 15 PDG executives on data quality assessment framework (CEQD)  - Application of the CEQD in the areas of education-training-employment, international environment, territorial development  - Formulation of guidelines to upgrade the statistical data in the three pilot areas</td>
<td>- Training program, materials and assessment.  - Program of Activities of the Working Group  - CEQD implementation reports (3)  - Plan for the development of statistics in the 3 areas</td>
<td></td>
</tr>
<tr>
<td>NO.</td>
<td>Indicative activity</td>
<td>Tasks</td>
<td>Deliverables</td>
<td>Assumptions</td>
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</tbody>
</table>
| A.2.4. | Implement the social and economic information system and train executives on how to use it. | - Workshop for the validation of the organisational structure of the information system  
- Training of 15 PDG executives on strategic monitoring tools and on data processing and management.  
- Formulation and signing data collection and dissemination protocols. | ▪ Program of activities of the 3 Working Groups  
▪ Training program, material and assessment.  
▪ Note of internal procedures (memorandum) bearing the information system management.  
▪ Protocol for data collection / dissemination | |
| A.2.5. | Issue a bi-annual social & economic information and watch bulletin. | - Training of 15 PDG executives on how to elaborate a bulletin (pilot bulletin)  
- Targeting of the potential users of the social and economic monitoring bulletin and their expectations.  
- Design of a monitoring and strategic information bulletin mock-up (format, content, etc.) | ▪ Training program, material and assessment.  
▪ Road-map of monitoring bulletin development.  
▪ 2 semi-annual Bulletins | Access to Information and regular update of data. |

**RESULT 3. PROSPECTIVE STUDIES ARE CONDUCTED USING SUITABLE INSTRUMENTS**

<table>
<thead>
<tr>
<th>NO.</th>
<th>Indicative activity</th>
<th>Tasks</th>
<th>Deliverables</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| A.3.1. | Improve the macroeconomic forecasting tool in the medium and long term | - Training of 15 PDG executives on how to use of the macro-econometric model for prospective analysis using case study on the three selected themes.  
- Training of 15 PDG executives on how to use the macro-econometric model in impact analyses Development:  
- Macroeconomic modeling of behaviors (consumption, investment, labor market, impact of demography on public expenditures, etc.)  
- Modeling of the Algerian economy potential production in relation with the exports diversification. | ▪ Training program  
▪ Training material  
▪ Diagnostic report on the macroeconomic model  
▪ Presentation note of the new version of the PDG macroeconomic model  
<table>
<thead>
<tr>
<th>NO.</th>
<th>Indicative activity</th>
<th>Tasks</th>
<th>Deliverables</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.3.2.</td>
<td>Study visit to International Economy Centers and Forecasting Institutes</td>
<td>The purpose of the study visit is to enable the beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU center.</td>
<td>Study visit report drafted by the participants</td>
<td>Information access problems</td>
</tr>
<tr>
<td>A.3.3.</td>
<td>Formulation of export diversification strategies</td>
<td>- Training of 15 PDG executives on global values chain and indicators analysis and how to apply it to the Algerian economy. - Setting-up of a working group to analyse the issues relating to the formulation of an export diversification strategy of the Algerian economy</td>
<td>▪ Training program, material and assessment. ▪ Report on progress on the export strategic studies</td>
<td>Participation of export stakeholders</td>
</tr>
<tr>
<td>A.3.4.</td>
<td>Prospective study of the labor and employment market dynamics</td>
<td>- Training of 15 executives of the PDG on labor and employment market analysis - Training of 15 executives of the PDG on human development synthetic indicators - Setting-up of a working group in charge of developing an additional module on the employment survey, to identify impact indicators and diagnose the situation of the labor and employment market as well as its evolution - Development of labor and employment market scenarios. - Drafting of the Prospective Study final report.</td>
<td>▪ Training program, material and assessment. ▪ Program of Activities of the Working Group ▪ Scenario report: «Prospective study of the labor and employment market dynamics»</td>
<td>Information access problems Participation of labor and employment stakeholders</td>
</tr>
<tr>
<td>A.3.5</td>
<td>Prospective study on the territorial dynamics and challenges</td>
<td>- Workshop on practices in terms of territorial development (EU and other neighboring countries) - Setting-up of a working group to: - Identify the monitoring indicators of territorial development and mapping; - Update the thematic database on the territorial pilot areas - Prospective study on the pilot territorial dynamics</td>
<td>▪ Workshop report ▪ Report on the TIS implementation ▪ &quot;Prospective study on the pilot territorial dynamics&quot; Report</td>
<td>Information access problems</td>
</tr>
<tr>
<td>A.3.6.</td>
<td>Support the PDG in the formulation of long term macro-economic scenarios (period of 20 years)</td>
<td>- Training of 15 executives of the PDG on how to develop a long-run macroeconomic scenario and its assumptions - Setting-up of a working group to: (i) elaborate three long-run scenarios (trended, optimistic, pessimistic) and (ii) drafting the synthesis report on the Algerian economy by 2050</td>
<td>▪ Program of Activities of the Working Group ▪ Training program, material and assessment. ▪ Growth scenarios report</td>
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<tr>
<td>NO.</td>
<td>Indicative activity</td>
<td>Tasks</td>
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<td>Assumptions</td>
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<tr>
<td>A.4.1</td>
<td>Initiate the PDG to the formulation of results-based public policies</td>
<td>Training of 15 executives of the DGP to the approach of &quot;problem tree&quot;, &quot;tree to objectives&quot;, &quot;logical framework&quot; and SMART indicators using case studies and benchmarking. Establishment of a working group to reformulate sectorial master plans (acronym: SMP) in the three pilot areas. Organisation of workshops to support (re)formulating a sectorial master plan (SMP) in a ROM approach</td>
<td>Training program, material and assessment. Training material Case studies (3)</td>
<td></td>
</tr>
<tr>
<td>A.4.2</td>
<td>Study visit to Monitoring and Evaluation Centers</td>
<td>The purpose of the study visit is to enable the beneficiaries to familiarise with the organisation, functioning and working methods of a similar EU center.</td>
<td>Study visit report drafted by the participants</td>
<td></td>
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<tr>
<td>A.4.3</td>
<td>Application of public policies monitoring &amp; assessment methodologies in the three pilot areas</td>
<td>Training of 15 executives of the PDG to the methodological approach using case studies and benchmarking Organisation of workshops to support the drafting of a methodological evaluation guide Establishment of a working group to apply the methods of monitoring and evaluation in the three pilot areas of the Twinning.</td>
<td>Training program, material and assessment. Public policies evaluation guide Report on the mechanisms of monitoring and evaluation of the three pilot areas</td>
<td></td>
</tr>
<tr>
<td>Month</td>
<td>M1</td>
<td>M2</td>
<td>M3</td>
<td>M4</td>
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<tr>
<td>Arrival of the RTA in Algeria and installation/ Starting the Twinning/ Recruitment of the RTA Assistant/ Preparation of the first activities</td>
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<td>Steering Committee, project start report, quarterly reports, final report</td>
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<tr>
<td>A.0.1. Opening Conference</td>
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<td>A.0.2. Closing conference</td>
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<tr>
<td><strong>R1 : The institutional, functional and organisational capabilities of the PDG are strengthened</strong></td>
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<tr>
<td>Activity A1.1</td>
<td>Organisational and functional diagnosis of the PDG</td>
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<tr>
<td>Activity A1.2</td>
<td>Elaboration of the job descriptions of the PDG executives</td>
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<tr>
<td>Activity A1.3</td>
<td>Study visit to planning and prospective structures</td>
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<tr>
<td>Activity A1.4</td>
<td>Upgrading the technical and managerial skills of the PDG executives</td>
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<tr>
<td>Activity A1.5</td>
<td>Strengthening the relations of the PDG with partner organisations</td>
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<tr>
<td><strong>R2 : A system for the collection, processing and dissemination of information is operational allowing the development of strategic analyses</strong></td>
<td></td>
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<tr>
<td>Activity A2.1</td>
<td>Design an economic and social information system</td>
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<tr>
<td>Activity A2.2</td>
<td>Study visit to European economic and social information centers</td>
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<tr>
<td>Activity A2.3</td>
<td>Determine the priorities to upgrade statistical data in the economic and social fields</td>
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<tr>
<td>Activity A2.4</td>
<td>Implement the social and economic information system and train executives on how to use it</td>
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<tr>
<td>Activity A2.5</td>
<td>Issue biannual social &amp; economic information and watch bulletin</td>
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</tbody>
</table>

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### R3: Prospective studies are carried out from suitable instruments

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3.1</td>
<td>Improve the macroeconomic forecasting tool in the medium and long term</td>
<td>M1-M2</td>
</tr>
<tr>
<td>A3.2</td>
<td>Study visit to International Economy Centers and Forecasting Institutes</td>
<td>M1</td>
</tr>
<tr>
<td>A3.3</td>
<td>Formulation of export diversification strategies</td>
<td>M3-M8</td>
</tr>
<tr>
<td>A3.4</td>
<td>Prospective study of the labor and employment market dynamics</td>
<td>M9-M24</td>
</tr>
<tr>
<td>A3.5</td>
<td>Prospective study on the territorial dynamics and challenges</td>
<td>M11-M12</td>
</tr>
<tr>
<td>A3.6</td>
<td>Support the PDG in the formulation of long term macroeconomic scenarios</td>
<td>M13-M18</td>
</tr>
</tbody>
</table>

### R4: The PDG has good command of public policies monitoring and evaluation methods

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4.1</td>
<td>Initiate the PDG to the design of results-based public policies</td>
<td>M1-M2</td>
</tr>
<tr>
<td>A4.2</td>
<td>Study visit to Monitoring and Evaluation Centers</td>
<td>M1</td>
</tr>
<tr>
<td>A4.3</td>
<td>Application of public policies monitoring &amp; evaluation methodologies in the three pilot areas</td>
<td>M3-M8</td>
</tr>
</tbody>
</table>