



Report on Training Needs Assessment

Conducted December 2012 - March 2013

Conducted by: Training Centre of the Secretariat for European Affairs
Government of the Republic of Macedonia

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1 Abbreviations:

IPA – Instrument for Pre-accession dialog

NIPAC – National IPA Coordinators

SEA – Secretariat for European Affairs

TC-SEA – Training Center of Secretariat for European Affairs

TNA – Training needs assessment

OS – Operating structure

2 Foreword

The conducted Training Needs Assessment (TNA) by the Training Centre of SEA (TC SEA) supports the annual identification of the needs of the public administration of Republic of Macedonia to effectively manage and implement the Instrument for Pre-accession assistance (IPA), covering planning, programming, implementation, monitoring and evaluation. The assessment is done within the framework of NIPAC office responsibilities to coordinate the training of the IPA structures. The questionnaire contains questions related to the educational attainment, skills required for executing of job responsibilities, training/s received, training/s needed of the employees in the Operating structure (OS) of Component I. The TNA aims to assist the employees in their personal and professional development.

We would like to express our gratitude to all institutions and individuals who supported our effort and participated in this TNA.

3 Context

Aim

The aim of conducting of this TNA is to work on the development of the human resources through the implementation of prioritized training activities within and by the existing SEA Training Center.

Objectives and Approach/ Methodology of the Training Needs Assessment (TNA)

The main objective of the TNA is to identify training gaps in programming, control environment, publicity and visibility, tendering and procurement, project contract management, financial management, monitoring and evaluation, etc. of the contacted institutions. The TNA conclusions will provide recommendations for the need of the trainings for contacted institutions.

The methodology of the TNA consists of:

- Work in working groups, and
- TNA Questionnaire.

The Training Centre of SEA designed, disseminated, conducted and collected the TNA and processed the data. The results of TNA shall be used for development of the Operational Training Plan for 2013. This Plan shall be an integral document, addressing EU accession and IPA related needs.

Relevant context of questionnaire and trainings

3.1. Content of the questionnaire

TNA questionnaire is comprised of two parts:

- General information,
- Specific information.

The general information includes questions regarding personal data, age, education, working experience, job responsibilities etc.

The second part of the questionnaire (specific information) includes data on trainings attended and trainings needed. The composed questionnaire shall provide as with correct information of needed trainings; which on the other hand, will help us in planning and delivering of trainings in compliance with the priorities of the OS.

The TNA questionnaire, in its integral form, is placed in Annex 1 of this report.

3.2. Types of trainings;

Based on the received results of the TNA, variety of approaches shall be designed. Most of the topics noted as needs in the TNA fall within the definition of *specifics trainings*. Apart from these, *generic trainings* shall be planned and delivered throughout the calendar year.

Modules and courses shall be designed to address the *beginner* and the *advance* level of the participants.

Trainings shall be provided by experts and trainers coming from the administration and experts and consultants who will be outsourced.

The methodology of the delivery of the trainings shall be also diverse and shall included the following approaches: theory, interactive and frontal work, short presentation, workshops, brainstorming, role play, exercise , case studies, etc.

3.3. Timeframe and respondents

The TNA Questionnaire was design by the Staff of Training Center of SEA with support provided through the IPA project “Technical Assistance for strengthening the capacity of the institutions to manage and implement the operational programmes”. The design face ended whit work of working groups in December 2012. The TNA lunched in December 2012 and was completed in March 2013. The data was collected and processed in March 2013. The 2013 Operational Plan of Training Center of SEA addressed the needs establish whit this TNA shall be completed in April 2013.

The TNA addressed the OS of Component I, in total 30 institution and 201 individuals.

4 Respondents

The following ministries and their employees participated in the questionnaire:

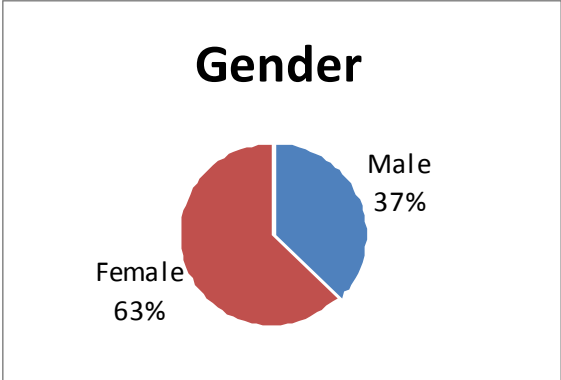
Table 1: Institutions that participated in the questionnaire

	Organization	Number of respondents
1.	Agency for Electronic Communications	7
2.	Broadcasting Council of Macedonia	4
3.	Bureau of Metrology of Republic of Macedonia	1
4.	Bureau of Public Procurement	1
5.	Commission for Protection of Competition	4
6.	Customs	4
7.	Directorate for Personal Data Protection	7
8.	Energy Regulatory Commission	5
9.	Food and Veterinary Agency	4
10.	General Secretariat of the Government Republic of Macedonia	5
11.	Institute for Standardization	4
12.	Insurance Supervision Agency	1
13.	Ministry for Agriculture, Forestry and Water Economy	4
14.	Ministry for Transport and Communication	6
15.	Ministry of Culture	3
16.	Ministry of Economy	6
17.	Ministry of Environment and Physical Planning	6
18.	Ministry of Finance	40
19.	Ministry of Health	4
20.	Ministry of Information Society and Administration	4
21.	Ministry of Interior	4
22.	Ministry of Justice	5
23.	Ministry of Labor and Social Policy	4
24.	Ministry of Local Self-Government	6
25.	National Bank of the Republic of Macedonia	2
26.	Ombudsman	3
27.	Parliament of the Republic of Macedonia	3
28.	Public Revenue Office	9
29.	SEA	34
30.	State Statistical Office	11
	Total	201

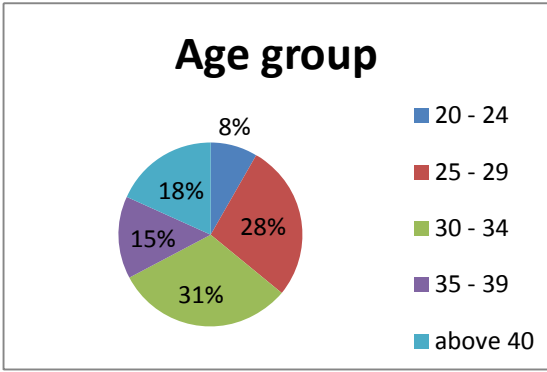
The list with names of individuals who participated in the TNA is placed in Annex II in this Report.

5 Training needs assessment

5.1 Personal data

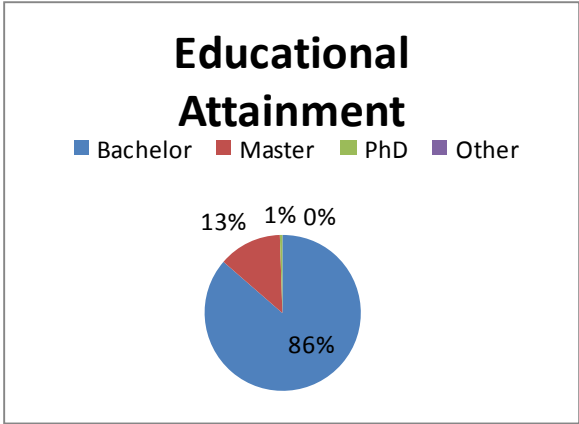


There is higher representation of females vs males in the Operating structures.

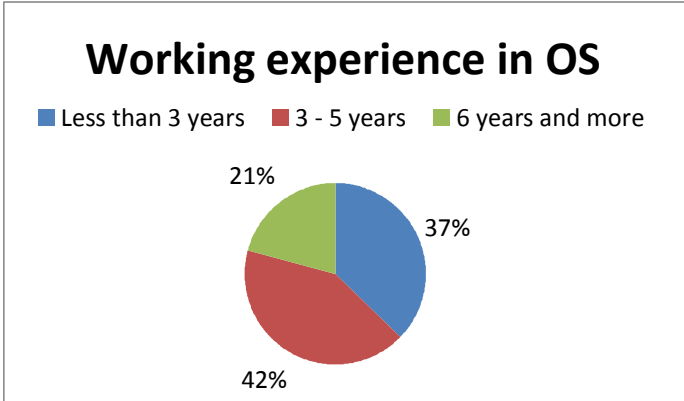


The graph above represents the age structure of the respondents from the OS.

5.2 Educational attainment level

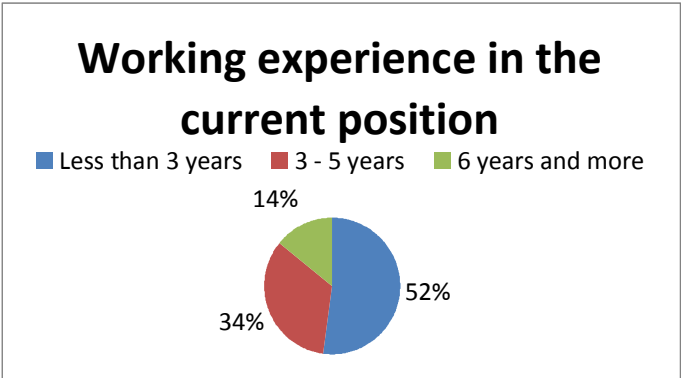


5.3 Working experience in Operating Structures



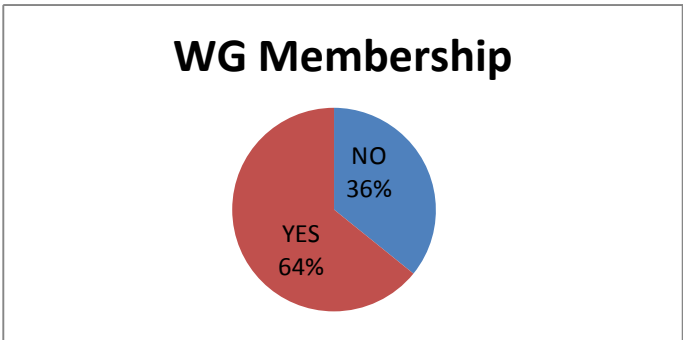
These data show us that the 63% of the respondents members of OS, have already substantial experience in the OS, therefore, the future trainings shall be proportionately addressing the beginners and the advance level of participants.

5.4 Working experience in the current position

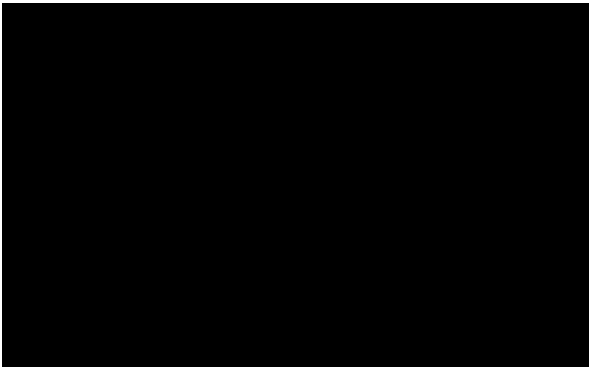


In these two graphs we can see that mostly of respondents have not more than 3-5 years of working experience in Operating structure and also and in the current position.

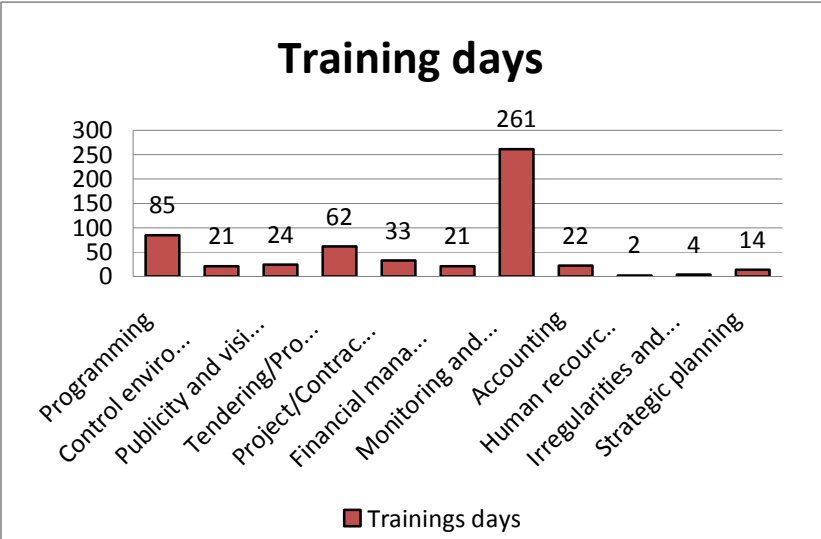
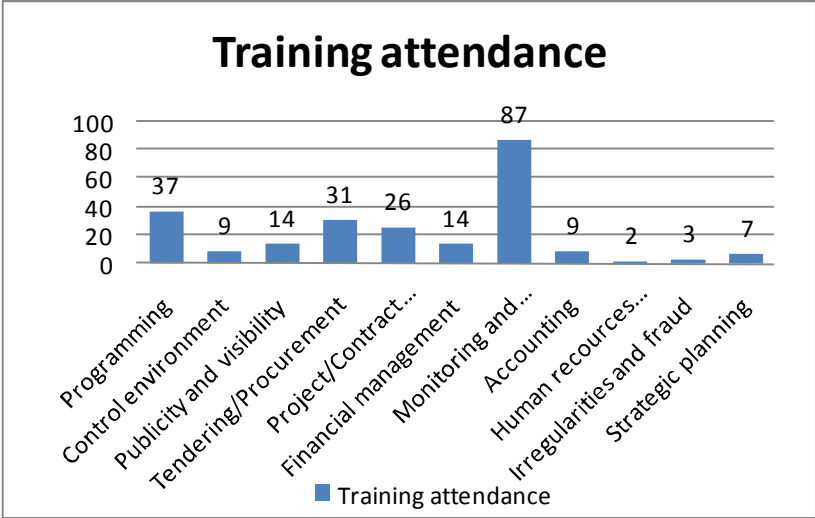
5.5 Working groups membership



5.6 Trainings attended



The data shows that in the previous year, more than half of the respondents did not attend any training.



In these two graphs we can see number of participants who have attended trainings in the course of 2012 and number of training days spent in trainings. Most of participants have attended trainings on Monitoring and Evaluation with 261 days spent in training on these topics (of the project "Technical Assistance for strengthening the capacity of the institutions to manage and implement the operational programmes" started 22 April 2011 and ended 22 February 2013, providing training mainly in M&E).

The following table is related to gathered information regarding attended trainings in the previous period. The data presented through several parameters.

Table 2: Training attendance

	Programming	Control environment	Publicity and visibility	Tendering/ Procurement	Project/Contract management	Financial management	Monitoring and evaluation	Accounting	Human resources development	Irregularities and fraud	Strategic planning	Total
No. of Participants	37	9	14	31	26	14	87	9	2	3	7	239
No. of training days	85	21	24	62	33	21	261	22	2	4	14	549
Training relevance (min 0 max 2)	1.48	1.00	1.40	1.05	1.15	1.00	1.70	1.50	1.00	2.00	2.00	

5.7 Trainings needed

The table below provides information on needed trainings, established through the conducted TNA. The areas of interest are divided in 11 chapters containing 61 units/topics, i.e. possible individual training modules.

Table 3: Training needed

		RELEVANCE			
		0	1	2	Sum
A. PROGRAMMING					
1.	Programming: Component I – TAIB Sequence of operations and responsibilities / Coordination issues	103	48	50	148
2.	Logframe / Project Fiches/ Operation Identification Sheets	103	52	46	144
3.	Programming: Component II – Cross border Sequence of operations and responsibilities Coordination issues	143	34	24	82
4.	Programming: Component III – Regional Development Sequence of operations and responsibilities Coordination issues	143	33	25	83
5.	Programming: Component IV – Human Resource Development Sequence of operations and responsibilities Coordination issues	140	37	24	85
6.	Operational Programmes (OP) Drafting the Operational Programmes Quality control of Operational Programmes	142	35	24	83
7.	Independent Ex-ante evaluation of OP Revision of OP after ex-ante evaluation feed-back	123	47	31	109
8.	Approval of Operational Programmes Co-financing: sequence of operations [incl. budget preparation] and responsibilities	114	54	33	120
9.	Projects preparation Communication during project preparation Using Technical assistance for preparing projects Preparation of the Applications for assistance [Application forms]	91	57	53	163
10.	Feasibility Study / Cost Benefit Analysis	106	60	35	130
11.	Environmental Impact Assessment	151	34	16	66

	Average	123,54	44,63	32,81	110,27
	Subtotal	1359	491	361	1213
B. CONTROL ENVIRONMENT					
12.	Mission, objectives and values of any institution Ethics and integrity	111	55	35	125
13.	Risk Assessment by all stakeholders	84	63	54	171
14.	Risk management - As a tool for managers - As a tool for auditors - Coordination over the whole system	93	61	47	155
15.	Follow-up of audit recommendations	97	57	47	151
16.	Regular assessment of the systems and capacity by the management for the purpose of reporting on system integrity	107	53	41	135
	Average	98,40	57,80	44,80	147,40
	Subtotal	492	289	224	737
C. PUBLICITY AND VISIBILITY					
17.	EC Requirements	93	53	55	163
18.	Responsibilities	98	48	55	158
19.	Publicity in relation to Tendering / award of contracts	107	44	50	144
	Average	99,33	48,33	53,33	155
	Subtotal	298	145	160	465
D. TENDERING / PROCUREMENT					
20.	Applicable Procurement procedures	95	42	64	170
21.	Practical Guide (PRAG)	80	43	78	199
22.	FIDIC	98	50	53	156
23.	National Procurement rules	94	50	57	164
24.	Quality assurance – Ex-ante controls and risk management in relation to tendering	100	41	60	161
25.	Procurement Plan	96	48	57	162
26.	Preparing terms of Reference, Technical Specifications	95	40	66	172
27.	Preparing tender dossiers, launching tenders/call for proposals	98	42	61	164
28.	Tender Evaluation Committee /Short List Panel	106	45	50	145
29.	Tender procedures Services / Supplies / Works/ Grants	102	47	52	151
30.	Preparing the Twinning Fiche and procedure for selection of Twinning	100	47	54	155

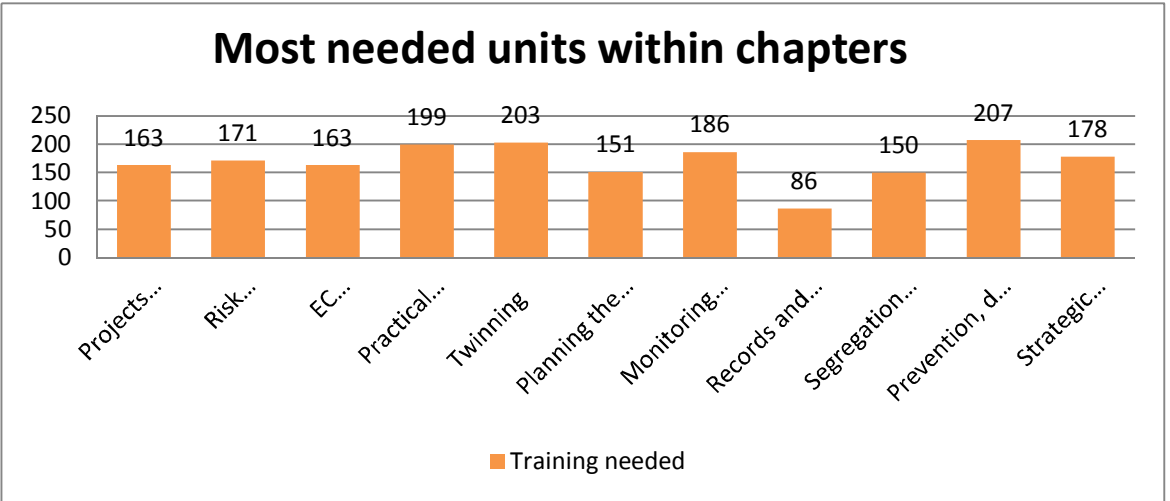
	partner				
	Average	96,72	45,00	59,28	163,54
	Subtotal	1064	495	652	1799
E. PROJECT / CONTRACT MANAGEMENT					
31.	Services	87	43	71	185
32.	Supplies	80	49	72	193
33.	Twinning	71	57	73	203
34.	Works Contracts [FIDIC]	92	47	62	171
35.	Grant Schemes	99	41	61	163
36.	Understanding and applying legal provisions and relevant national framework / guidelines for project implementation	78	50	73	196
	Average	84,50	47,83	68,67	185,17
	Subtotal	507	287	412	1111
F. FINANCIAL MANAGEMENT					
37.	Flow of funds	108	55	38	131
38.	Planning the funds	94	63	44	151
39.	Channelling the co-financing	104	58	39	136
40.	Requesting funds from the EC	111	60	30	120
41.	Transferring funds to Contractors	111	59	31	121
42.	Certification/ Verification of expenditure	99	56	46	148
43.	Closure of programmes	102	55	44	143
44.	Suspension of payments	107	54	40	134
45.	Reallocation of funds	99	54	48	150
	Average	103,89	57,11	40,00	137,11
	Subtotal	935	514	360	1234
G. MONITORING AND EVALUATION					
46.	Monitoring reports	86	44	71	186
47.	IPA Monitoring Committee + Sector Monitoring Committees	88	45	68	181
48.	Setting up and applying key performance indicators	85	47	69	185
49.	Project Monitoring, on the spot checks. and Projects evaluation	84	53	64	181
50.	Managing information systems for collection, retrieval and use of data for decision-making	101	42	58	158

	Average	88,80	46,20	66,00	178,20
	Subtotal	444	231	330	891
H. ACCOUNTING					
51.	Authority / Principles Responsibilities	138	42	21	84
52.	Records and controls	136	44	21	86
53.	Reconciliation procedure	138	44	19	82
54.	Financial statements Chart of accounts / Description of the accounts / Main entries	142	44	15	74
55.	Computer based system [electronic transfer of data]	138	43	20	83
	Average	138,40	43,40	19,20	81,80
	Subtotal	692	217	96	409
I. HUMAN RESOURCES DEVELOPMENT					
56.	Human Resources development strategy	110	59	32	123
57.	Staff planning [Workload Analysis] Staff recruitment Staff appraisal [including setting objectives]	103	59	39	137
58.	Segregation of duties and conflict of interest	94	64	43	150
59.	Sensitive functions [identification and mitigating measures]	101	58	42	142
	Average	102,00	60,00	39,00	138,00
	Subtotal	408	240	156	552
J. IRREGULARITIES AND FRAUD					
60.	Prevention, detection, reporting	74	47	80	207
K. STRATEGIC PLANNING					
61.	Strategic planning and programming	88	48	65	178

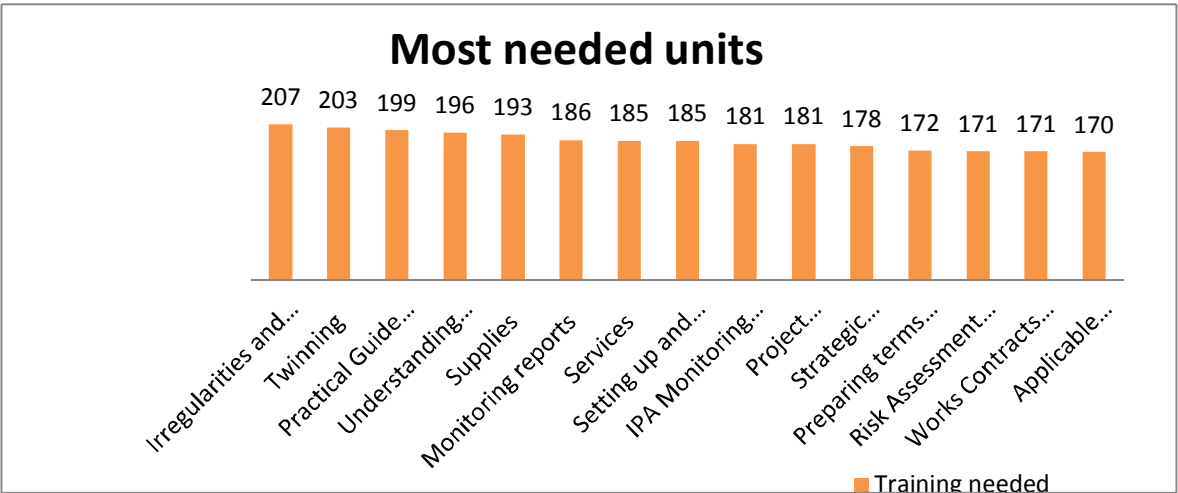
The following graph represents the the detected needs per chapter, and the level of demand. The highest number of requestes is expressed for the chapter/topic Irregularities and fraud.



The following graph represents the units/topics by chapters that are in highest demand. The highest demand is notable in the Chapters Irregularities and Fraud, Twinning and Practical Guide (PRAG).



In the following graph are represented fifteen most demanded units/training topics.



6 Conclusions and Recommendations

List of most demanded trainings:

1.	Irregularities and fraud	207
2.	Twining	203
3.	Practical Guide	199
4.	Understanding and applying legal provisions and relevant national framework/guidelines for project implementation	196
5.	Supplies	193
6.	Monitoring reports	186
7.	Services	185
8.	Setting up and applying key performance indicators	185
9.	IPA Monitoring Committee + Sector Monitoring Committees	181
10.	Project Monitoring, on the spot checks and Projects evaluation	181
11.	Strategic planning and programming	178
12.	Preparing terms of Reference, Technical Specifications	172
13.	Risk Assessment by all stakeholders	171
14.	Works contracts	171
15.	Applicable Procurement procedures	170

The table below summarises the main conclusions from the conducted TNA and their corresponding recommendations. The conclusions/recommendations will be taken into account in the design of training curricula. The training needs priorities established through the conducted 2013 TNA are expected to be met by the institutions within their capacities and available funding. SEA Training Center designed its 2013 Operational Training Plan along the established priorities and had secured funding for meeting of the same. In line with the priorities and the rest of the identified areas for development of the human resources, other and additional resources from donors shall be streamlined and channeled to support our efforts in complementary fashion.

The table below presents the conclusions and the recommendations, some of the conclusions are in the fields of monitoring and evaluation, whereas others are cross-cutting (e.g. presentation skills).

Conclusions	Recommendations
Specific recommendations	
46% of respondents are between 20-29 age group.	<ul style="list-style-type: none"> There is a need to perform more advanced trainings.
37% of respondents have working experience in Operating structures less than 3 years.	<ul style="list-style-type: none"> Find adequate instruments to keep and motivate already trained employees, as a long term investment.
52 % of respondents have working experience in the current position less than 3 years.	<ul style="list-style-type: none"> Increase number of trainings
More than 1/3 rd of the respondents (37%) have working experience less than 3 years and 52%	<ul style="list-style-type: none"> Find/design instruments to keep and motivate already trained employees, as a

have been on their position for less than 3 years.	long term investment.
64% of respondents aren't part of some Working group.	
<p>According to the respondents:</p> <ul style="list-style-type: none"> - Irregularities and fraud - Project/Contract Management - Monitoring and Evaluation - Strategic planning - Tendering/Procurement <p>are the most needed topics for trainings</p>	<ul style="list-style-type: none"> • Include courses for beginners in the curricula. • Divide groups for beginners and advanced, but leave the opportunity for participants to take part in both trainings. • Training modules should be a mix of explaining procedures + theory and key principles + real examples in order to encompass the different training needs of staff with working experience less than 5 years.
Accounting, Programming and Financial Management are also less needed topics.	
<p>Among the skills that need to be developed by the future trainers are:</p> <ul style="list-style-type: none"> • Irregularities and fraud. • Project/Contract Management: Risk assessment by all stakeholders; Follow-up of audit recommendations. • Monitoring and Evaluation: Monitoring reports; Setting up and applying key performance indicators. • Strategic Planning: Strategic planning and programming. • Tendering/Procurement: Practical Guide (PRAG); preparing terms of Reference, Technical Specifications. 	<ul style="list-style-type: none"> • Make training modules not too focused – cover a lot of topics in order for the results to be sustainable (most of the participants are changing positions relatively often). • Training curricula should seek ways to combine with workshops (practical exercises). • There is a need to perform more advanced trainings.
A great number (57%) of the respondents have not received previous trainings.	<ul style="list-style-type: none"> • To design and deliver a basic package for all of the employees in Operational Structures addressing a) basic induction knowledge and skills, and b) advanced trainings on generic and specific topics for IPA/DIS. • Trainings need to be very well targeted in order to relate to the job requirements of the participants and to escape overlapping of the participants.

	<ul style="list-style-type: none">• TNA need to be revised regularly and implemented accordingly
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