



Annex 1

Training Needs Assessment Questionnaire

General Information

This questionnaire will support the periodical identification of the needs of the public

administration of the beneficiary country to effectively manage and implement the Pre-accession assistance under IPA covering the planning, programming, implementation and monitoring and evaluation. The assessment is done in the framework of NIPAC office responsibilities to coordinate the training of the IPA structures. The questionnaire includes questions related to your educational attainment, skills required for executing your job responsibilities, training/s received, training needed, etc., thus aiming to assist you in your personal and professional development. The data obtained will be cross referenced with the existing TNA's.

Your answers will be treated with confidentiality. The results of the assessment will be aggregated and analysed in a report which will be used to design the training plan and the training curricula for the Operating structure as well as individual training plan and register for each member of the Operating structure for IPA component I. The aim is to better plan the required inputs for the provision of on the job support/coaching for projects/programmers implementation.

Deadline: Thursday, 24 January 2013

Contact: Unit for Training of EU funds and other foreign assistance

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We thank you very much for taking the time to complete the questionnaire!

No. _____
Skopje, __ January 2013

Government of the
Republic of Macedonia

Secretariat for European
Affairs

Cabinet of the Deputy
Prime Minister

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1000 Skopje,
Republic of Macedonia
Tel. +389 (0)2 3200 100
Fax. +389 (0)2 3113 710
cabinet@sep.gov.mk

Q.1. Personal data

1. Full name (Ms/Mr): _____

2. Current position: _____

3. Number of subordinates (if so): _____

4. Sector: _____

5. Institution: _____

6. Tel.: _____ Mobile; _____ E-mail: _____

7. Age group:

20-24	25-29	30-34	35-39	Above 40
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Q.2. Education (Please specify)

University:	Faculty:
Subject:	Title:

Q.3. How many years of working experience in Operating Structures do you have (Please specify)

__ Years	__ Months
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Q.4. How long have you been in the current position? (Please specify)

__ Years	__ Months
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Q.5. What are your current duties/responsibilities? (Please indicate three most important ones)

1. _____
2. _____
3. _____

Q.6. Are you a member of any Working Group? (If yes, please specify which group)

Q.7. Trainings attended

Please indicate on which of the following topics / skills you were trained during the past 12 months. Assess the relevance to your present job function:

- 0 means the training area was not relevant to your function;
- 1 means the training area was somewhat relevant to your function;
- 2 means the training area was very relevant to your function.

In the line „Trainings attended“, please indicate (if so) the number of **TRAINING DAYS** you completed during the past 12 months.

		N°. of days	N°. of trainings	Relevance		
				0	1	2
A. PROGRAMMING						
1.	Programming: Component I – TAIB Sequence of operations and responsibilities / Coordination issues					
2.	Logframe / Project Fiches/ Operation Identification Sheets					
3.	Programming: Component II – Cross border Sequence of operations and responsibilities Coordination issues (<i>NOT RELEVANT TO COMPONENT I</i>)					
4.	Programming: Component III – Regional Development Sequence of operations and responsibilities Coordination issues (<i>NOT RELEVANT TO COMPONENT I</i>)					
5.	Programming: Component IV – Human Resource Development Sequence of operations and responsibilities Coordination issues (<i>NOT RELEVANT TO COMPONENT I</i>)					

6.	Operational Programmes (OP) Drafting the Operational Programmes Quality control of Operational Programmes						
7.	Independent Ex-ante evaluation of OP Revision of OP after ex-ante evaluation feed-back						
8.	Approval of Operational Programmes Co-financing: sequence of operations [incl. budget preparation] and responsibilities						
9.	Projects preparation Communication during project preparation Using Technical assistance for preparing projects Preparation of the Applications for assistance [Application forms]						
10.	Feasibility Study / Cost Benefit Analysis						
11.	Environmental Impact Assessment						
B. CONTROL ENVIRONMENT							
12.	Mission, objectives and values of any institution Ethics and integrity						
13.	Risk Assessment by all stakeholders						
14.	Risk management - As a tool for managers - As a tool for auditors - Coordination over the whole system						
15.	Follow-up of audit recommendations						
16.	Regular assessment of the systems and capacity by the management for the purpose of reporting on system integrity						
C. PUBLICITY AND VISIBILITY							
17.	EC Requirements						
18.	Responsibilities						
19.	Publicity in relation to Tendering / award of contracts						
D. TENDERING / PROCUREMENT							
20.	Applicable Procurement procedures						
21.	Practical Guide (PRAG)						
22.	FIDIC						
23.	National Procurement rules						
24.	Quality assurance – Ex-ante controls and risk management in relation to tendering						
25.	Procurement Plan						

26.	Preparing terms of Reference, Technical Specifications					
27.	Preparing tender dossiers, launching tenders/call for proposals					
28.	Tender Evaluation Committee /Short List Panel					
29.	Tender procedures Services / Supplies / Works/ Grants					
30.	Preparing the Twinning Fiche and procedure for selection of Twinning partner					
E. PROJECT / CONTRACT MANAGEMENT						
31.	Services					
32.	Supplies					
33.	Twinning					
34.	Works Contracts [FIDIC]					
35.	Grant Schemes					
36.	Understanding and applying legal provisions and relevant national framework / guidelines for project implementation					
F. FINANCIAL MANAGEMENT						
37.	Flow of funds					
38.	Planning the funds					
39.	Channelling the co-financing					
40.	Requesting funds from the EC					
41.	Transferring funds to Contractors					
42.	Certification/ Verification of expenditure					
43.	Closure of programmes					
44.	Suspension of payments					
45.	Reallocation of funds					
G. MONITORING AND EVALUATION						
46.	Monitoring reports					
47.	IPA Monitoring Committee + Sector Monitoring Committees					
48.	Setting up and applying key performance indicators					
49.	Project Monitoring, on the spot checks. and Projects evaluation					
50.	Managing information systems for collection, retrieval and use of data for decision-making					

H. ACCOUNTING						
51.	Authority / Principles Responsibilities					
52.	Computer based system [electronic transfer of data]					
53.	Records and controls					
54.	Reconciliation procedure					
55.	Financial statements Chart of accounts / Description of the accounts / Main entries					
I. HUMAN RESOURCES DEVELOPMENT						
56.	Human Resources development strategy					
57.	Staff planning [Workload Analysis] Staff recruitment Staff appraisal [including setting objectives]					
58.	Segregation of duties and conflict of interest					
59.	Sensitive functions [identification and mitigating measures]					
J. IRREGULARITIES AND FRAUD						
60.	Prevention, detection, reporting					
K. STRATEGIC PLANNING						
61.	Strategic planning and programming					

Q.8. Trainings needed

Please indicate on which of the following topics/skills you wish to obtain training relevant to your job function within the upcoming 12 months: The gradation is as follows:

- 0 means you do not need to obtain a training,
- 1 means you would welcome to obtain a training,
- 2 means you strongly desire a training.

If you wish to acquire a specific skill, please add it under the respective subtopic (optional).

		Relevance		
		0	1	2
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5.	Programming: Component IV – Human Resource Development Sequence of operations and responsibilities Coordination issues (<i>NOT RELEVANT TO COMPONENT I</i>)			
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11.	Environmental Impact Assessment (<i>NOT RELEVANT TO COMPONENT I</i>)			
B. CONTROL ENVIRONMENT				
12.	Mission, objectives and values of any institution Ethics and integrity			
13.	Risk Assessment by all stakeholders			
14.	Risk management - As a tool for managers - As a tool for auditors - Coordination over the whole system			
15.	Follow-up of audit recommendations			
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C. PUBLICITY AND VISIBILITY				
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60.	Prevention, detection, reporting			
K. STRATEGIC PLANNING				
61.	Strategic planning and programming			

Q.9. If you have any recommendation/suggestions for the preparation and implementation of the training programme, please specify

Thank you for your time!