



NATIONAL SYSTEM

OF COORDINATION OF CIVIL SERVANTS EXPERT TRAINING AND DEVELOPMENT IN THE REPUBLIC OF MACEDONIA

No. 01-_____/_____
09 July 2008
Skopje



Pursuant to Article 30, paragraph (2) of the Law on Civil Servants (revised text) („Official Gazette of the Republic of Macedonia” No. 108/2005), the Director of the Civil Servants Agency adopted, on 09 July 2008, the NATIONAL SYSTEM OF COORDINATION OF CIVIL SERVANTS EXPERT TRAINING AND DEVELOPMENT IN THE REPUBLIC OF MACEDONIA



Content

1. EXECUTIVE SUMMARY	3
2. INTRODUCTION	5
A. Process of consultations	5
B. Definitions	5
3. CURRENT SITUATION OF TRAINING AND EXPERT DEVELOPMENT	7
A. Need of national policy	7
B. Legal competences	7
B. Implementation of the National System of Training Coordination	8
4. TRAINING POLICY	11
A. Principles and assumptions	11
B. Basic policies	11
5. SYSTEM OF TRAINING PLANNING AND COORDINATION	14
6. RISKS OF SYSTEM IMPLEMENTATION	16
7. FINAL PROVISIONS	17

1. EXECUTIVE SUMMARY

1.1. Upon screening the need of training and expert development of civil servants in the Republic of Macedonia, the following conclusions were made:

- Training and expert development of civil servants is essential for EU integration, efficient implementation of *Acquis Communautaire* and reaching strategic and executive goals of the Government of the Republic of Macedonia and of all other state bodies;
- Investments in building civil servants' capacities will enhance state bodies' efficiency and make them more attractive a choice of employment in a long term;
- Systematic approach to assessment of training needs and their planning will improve the quality of the process which has brought about visible changes and improvements;
- Training and professional development should be accepted as strategic issues and integrated in the processes of planning, monitoring and assessment of state bodies.

1.2. The Civil Servants Agency (CSA) has the legal responsibility to coordinate the training of civil servants. In addition, CSA has consultative role in the support of the personnel managing human resources in state bodies and in sharing good practices.

1.3. The current training system has numerous examples of good practice. Still, most of the training courses identified and delivered are result of the personal needs of individuals and/or of external donors that financed the training.

1.4. To speak in favour of this, the assessment of training rarely focuses on its effect and efficiency. This leads to the conclusion that training receives little value.

1.5. With regard to the above, the following policies are recommended:

- CSA will initiate a process of including the key interested parties from state bodies and other institutions in the coordination of civil servants' training and expert development.
- Development of a systematic approach to the assessment of training needs which will be consistently applied in all institutions employing civil servants.
- The assessment of training needs will be based on the Programme of the Government, as well as on the strategic goals and Annual Training Programmes intended for the bodies.
- Individual training needs will be identified through a process of assessment and based primarily on the needs of the organization to have personnel possessing certain knowledge, skills and views.
- EU integration and especially the approximation of our legislation with *Acquis Communautaire* will be incorporated in the strategic goals of state bodies and, accordingly, in the training and expert development of civil servants.
- The assessment of training needs will constitute the source of information for the annual training programmes, according to which further needed types, forms and levels of training, financial resources, number of civil servants to be trained, reasons for training, anticipated results and the way of assessing those results will be defined.
- Key objective of the training system will be strengthening the capacity of the state bodies through improvement of the management and management skills of the leadership.



- The assessment of the efficiency of training courses will initially focus on the effects of organization's goals.
- The Heads of Human Resources Units in state bodies will be main mediators in the assessment and planning of training needs in their institutions.
- CSA will develop the capacity of the heads of human resources units, as being one of the vital ways of developing the management capacity of state bodies.
- In accordance with the legal obligations, CSA will perform supervision and monitoring of the identification, delivery and assessment of training and expert development.
- Generic training programmes will be designed to be constantly delivered to all employees identified to need such expert development.
- Training and expert development will be financed by the state bodies and included in their budgets.
- All civil servants will be entitled to the basic right of training and the exercise of this right should be monitored.

1.6. The Civil servants Agency prepares the Strategy for Civil Servants Training. This Strategy describes in detail the practical guidelines needed for implementation of policies contained in this document. Besides, a Methodology on carrying out the assessment of training needs and their planning has been prepared.

2. INTRODUCTION

2.1. According to the Law on Civil Servants, the Civil Servants Agency is responsible for issuing opinions on the annual training programmes prepared by the bodies, before their adoption, as well as for coordination of the training of civil servants.

2.2. This document aims to define the basic training policies and the system of coordination of civil servants' training. Its objective is to provide an approach and a framework to state bodies to reach the goal prescribed by law: *„realization of the whole potential of all civil servants in the Republic of Macedonia through creation of a professional and expert civil service capable of delivering high-quality services to all those that need them“.*

2.3. This document is a new version of that produced in October 2005 which strove to provide a basis on which CSA, in cooperation with all state bodies employing civil servants, will be able to establish, through partnership, a significant and adequate mid-term strategy, action plans and resources for expert development of civil servants.

2.4. This document:

- Defines the importance of expert training and development as a way for the state institutions to be able reach the goals of the Republic of Macedonia;
- Reviews the current views on expert training and development, and the direction in which policies should move in future towards establishing the system of coordination of expert training and development;
- Proposes main principles and policies be prepared and the quality of their coordination and evaluation assessed;
- Defines the means and resources for financing expert training and development; and
- Points out the main implementation risks and proposes short term actions.

A. PROCESS OF CONSULTATIONS

2.5. During the development of this document all relevant interested parties were consulted. These included institutions concerned about the training of civil servants as well as state institutions having good practices, as follows:

- Civil Servants Agency
- General Secretariat
- Secretariat of European Issues
- Ministry of Finance
- Ministry of Local Self-government
- State Statistics Office
- Community of the Local Self-government Units-LSU

2.6. Especially important role in the process of consultations held the *ad-hoc* Working Group whose main task was to carry out revision of the *2005 National System of Expert Training and Development of Civil Servants of the Republic of Macedonia*.

B. DEFINITIONS

2.7. The following definitions apply to the goals of this document:

- „The bodies referred to in Article 3, paragraph (2)“: This term comprises all state bodies and the municipalities employing civil servants, as defined in Article 3, paragraph (2) of the Law on Civil Servants (see Attachment 1)
- „Heads of Human Resources Units“ means managerial civil servants in the bodies referred to in Article 3, paragraph (2) who, in general, are responsible for developing and implementing human resources management policies, in that context and in relation to the assessment and planning of training and expert development needs of civil servants in the bodies.
- „Generic/basic/horizontal training“ means training designed for, and delivered to, civil servants groups from the bodies referred to in Article 3, paragraph (2), by which training receives in value for they make possible for different profiles of civil servants to work and learn together, share information and develop strategies.
- „Specific training courses“: these constitute trainings identified as needs for specific individuals or groups of civil servants, but not for all civil servants of a special rank or with a special role.
- „Training and expert development“: represents different forms, types and levels of training and expert development of civil servants provided in the framework of the civil service so that civil servants acquire generic and/or specific knowledge and skills that the bodies need, these often resulting in the course of the work, and being compatible, but differing from academic programmes or studies.
- „Academic education“: means acquired knowledge and skills on the grounds of completed level of education by the civil servant under the state educational policy and it is not, and must not be equivalent to „training and expert development“.
- „Mechanisms of financing“ pertains to the following mechanisms: „Centralized financing“ meaning that the funds for training are allocated to one centralized body or directly to the institutions and specialized bodies that perform training and they do not pay for the training delivered; „Decentralized financing“ means that the funds for training are allocated to the budgets of individual bodies which have at their disposal these funds and pay themselves for the training supplied; „Combined financing“, which is implemented in many countries, means a system in which funds are directly allocated to the central bodies, training institutions and individual bodies.

3. CURRENT SITUATION OF THE TRAINING AND EXPERT DEVELOPMENT

A. NEED OF NATIONAL POLICY

3.1. Employment, training and expert development constitute instruments through which all institutions supply qualified personnel to reach their goals. It is very important that in the public sector state bodies have a personnel that is able to realize the programmes of the Government, of their own institution and of the elected councils that support them.

3.2. Civil Service is an instrument through which the Government and other elected councils ensure accomplishment of the public policy by providing services to the citizens. So, the development of civil servants is a strategic issue and as such it needs a strong system of training and expert development identification and delivery, which is in close relation with the strategic goals of institutions.

3.3. Civil servants training should be carried out in a systematic way to ensure that strategic goals of the institution are reflected in the organizational structure and functions of employees. Public institutions should be consistent with their goals and change and develop in parallel with their change.

3.4. European integration will be one of the key promoters in the Republic of Macedonia in the years to come until its accession to EU, and after that, too. In fact, it will mean development of the civil service's capacity for implementing all *Acquis Communautaire's* areas. European integration and the implementation of *Acquis Communautaire* should be incorporated in the strategic plans of all state bodies thus implicitly constituting one of the key bases for identification of training needs for all civil servants and the remaining employees in the public sector.

3.5. Strategic plans of the state bodies and institutions will also include priorities and training needs for all civil servants which derive from the obligations taken over in relation to NATO integrative processes, arrangements with the World Bank and the International Monetary Fund, Government's Programme priorities and the Investment Promotion Programme of the Republic of Macedonia 2007-2010.

3.6. If training and expert development of the employees in the public sector is carried out in a transparent and efficient way, there will be capacity for implementing the *Acquis Communautaire* and other obligations, and the civil service will acquire knowledge, skills, flexibility and readiness to respond to the changing of needs.

B. LEGAL COMPETENCES

3.7. To the end of development of a consistent approach to training and expert development, legal mandates of key groups involved in the process should be taken into consideration and a real assessment made, as of how many of these jobs haven't been filled in at the moment.

3.8. The responsibilities of civil servants' training and expert development are defined by law, and key entities are as follows:

- Government of the Republic of Macedonia;
- Civil Servants Agency;
- The bodies referred to in Article 3, paragraph (2) of the Law on Civil Servants;
- and

- Civil servants.

3.9. The Government of the Republic of Macedonia has, in accordance with the Law on Civil Servants (Article 30, paragraph (5))¹, a concrete financial obligation to provide funds for the identified training needs. Besides, in context with the European integration, the Government is obliged to design a strategy for training and operational plans for reaching these goals.

3.10. CSA is responsible for coordination of training and expert development activities, issuing opinions on the annual programmes prepared by the bodies before being adopted, as well as for monitoring their application.

3.11. The bodies referred to in Article 3, paragraph (2) (especially managerial civil servants responsible for coordination of activities related to human resources, and other heads of departments and units as well), provide rights and obligations of the civil servants to training and expert development.

3.12. The civil servants are entitled to the right and duty to upgrade their knowledge and skills (Article 30), paragraph (1) and Article 31). Besides, Article 77, paragraph (1) indent 6 provides for discipline liability in case civil servants refuse to participate in trainings referred to by the body.

B. IMPLEMENTATION OF THE NATIONAL SYSTEM OF TRAINING COORDINATION

3.13. A few problems were identified in the National System of Coordination of Civil Servants Training and Expert Development in the Republic of Macedonia (October 2005):

- Training of civil servants is carried out *ad hoc*, as unorganized activities;
- Lack of defined national training policy;
- Human resources management is mainly uncoordinated process;
- Presence of rigorous restrictions of the Budget, which restrict the number of trainings possible to be carried out;

3.14. In the past three-year period, since 2005 until today, a significant step forward has been made in overcoming these vital problems. This advancement may be illustrated through the following states:

- The National System of Training Coordination (October 2005) defines the policies of civil servants' training and expert development;
- The Government adopted a new decree on the organizational set-up of bodies, which provided for the obligation to form human resources units that answer directly to the Secretaries. The fulfilment of this obligation is still in course;
- The situation of identifying training needs and delivery of trainings has been considerably improved. There are several examples of good practice of assessment of training needs and delivery of training, including:
 - Upon adoption of the National System of Training Coordination, i.e. in the period 2006-2007, according to the records of CSA, a total of 1057 civil servants have been trained,
 - Training on euro-integration has been carried out for approximately 1700 civil servants,
 - The General Secretariat developed a process of assessment of training needs and planning based on the strategic goals of the institution and the assessment

¹ All references to legal provisions, unless otherwise stated, pertain to the Law on Civil Servants (revised text), "Official Gazette of the Republic of Macedonia" No. 108/2005

of individual training needs. Trainings are financed with funds from the budget intended for contractual services,

- The State Statistics Office has also established a process of building capacities based on the assessment of training needs, planning and evaluation of good practice,
- The provisions of the Law on Court Budget provide for allocation of at least 2% of the above budget to training judges, civil servants and other servants in courts,
- The Law on Public Procurements points out programme planning and delivery of trainings as necessary activities towards successful implementation of the Law,
- CSA has redesigned the segment of the Civil Servants Register relating to the records of civil servants trainings. It was accomplished by defining three separate forms with clear nomenclature of the type of training. These include: CS-3a Records Form on generic types of training, CS-3b Records Form on specialized training in local self-government, CS-3c Records Form on specialized training in central government;
- CSA has adopted, for the first time, the 2008 Annual Programme for civil servants training which was designed, among other things, on the basis of the individual annual programmes of the bodies of civil service;
- Ministries were asked to approach preparation of annual training programmes, according to law;
- Along with the project office of training promotion in local self-government, CSA prepared a few vital documents on the development of the training system, including: Analysis of Training Needs, Strategy for Training Civil Servants in Local Self-government, Guidelines on the Preparation of Annual Training Programmes. These documents were approved by the Trilateral Training Coordination Committee in local self-government. In addition, TCC has regularly adopted plans and annual training programmes in local self-government;

3.15. However, many of the previously identified problems are still present and hindering the implementation of the coordinating system. Major difficulties are:

- In general, public institutions aren't financing training and expert development of civil servants from their own budgets;
- Most of the trainings are driven by supply instead of demand, through external donors which bear the costs for the training and decide on what training to be delivered;
- The selection of trainings is often based on factors different than needs, as is accessibility to, or offering, training as a "reward".
- The assessment of training needs so far has been based on the identification of individual's need or request rather than on institution's need to realize its goals;
- Usually, the quality of training has been evaluated only and not the efficiency or effects of training on institutions or working skills;
- The systems of training documentation are not centralized and revised and as result of this, administrative personnel is attending the same training for several times, and maybe, there is no clear need of training for those participating in certain programmes, and the effect of training is rarely measured in a systematic manner.

3.16. The Training Promotion Unit, planned to be seated in Skopje, has not been opened yet, although CSA received a decision from the Government of the Republic of Macedonia which provides for appropriate space in the business building "Nova Makedonija".

3.17. It is still difficult to present the link between the training of civil servants, the needs of their institution and the contribution of that training to efficient operation.

3.18. In addition, it is difficult to calculate the sum spent on training. Large part of the costs is covered by foreign donors. As a result, there is a tendency of giving insufficient value to training and expert development. Since it is obtained mainly for free, there are indicators showing that training has no value.

3.19. The lack of a central and operational database on civil servants' training further complicates the problem. Even at organizational level one can rarely find a state institution that is in a position to measure the number of training courses attended by its civil servants or assess the value of investing in the development of the employees.

3.20. Hence, the updating of the Register of Civil Servants, especially in the part related to the recording of training courses, will considerably help in:

- Directing funds from any sources toward the real target group identified according to the priorities of the Government of the Republic of Macedonia;
- Evaluation of the quality of the “assistance” received and the training carried out, as well as the measurement of the effect of investing in training.

3.21. Every system should be built on the basis of already described examples of good practice (item 3.14)

3.22. The European integration criteria also set a few requirements for training and development of the civil service of the Republic of Macedonia, particularly the requirements related to *Acquis Communautaire* in issues as follows: preparation of legislation, the Law on Public Procurements, project cycle management, preparation of operational plans, inspection, revision, and issues in the area of management and organizational development towards fulfilling these requirements.

3.23. To the end of solving joint training needs, partnerships were concluded with EU member-countries and other pre-accession countries, including the University of Limeric in the Republic of Ireland and the European College in Brugge, Belgium. These partnerships are of great value for the Republic of Macedonia and make the need of appropriate assessment of training needs for the civil service more urgent in order to fully utilize the training programmes of these and other institutions.

3.24. Particularly important place in the past period takes the **Regional School of Public Administration (ReSPA)**, whose Head Office will be located in Danilovgrad, Monte Negro. Namely, in 2006 the Republic of Macedonia signed the Protocol of Cooperation in establishing ReSPA, which facilitated the realization of several training courses and seminars, with regional participation of civil servants from the countries of the Western Balkan region. Currently, negotiations towards concluding an international agreement for ReSPA are reaching their final stage, and thus the School will become an international organization. According to the initial plans, the Republic of Macedonia is expected to get the possibility to send to training at least 100 civil servants per year, or about 500 days of training in 2009 and 2010.

3.25. The other main promoter of administrative reforms should be the need for the Republic of Macedonia to facilitate efficient, cost-effective, just, consistent, complete and sustainable public services to the citizens and tax payers.

4. TRAINING POLICY

4.1. This chapter includes the main proposals for the policy of coordination of training and expert development of civil servants in the Republic of Macedonia.

4.2. In order for this proposed policies to be efficient, it is important that they are accepted and carried out by the main interested parties in the Government, municipalities and all state bodies employing civil servants.

A. PRINCIPLES AND ASSUMPTIONS

4.3. There is great commitment in the Republic of Macedonia towards development of an expert, capable, efficient, and liable, citizens and services-oriented civil service, led by the highest moral principles and enjoying respect from the citizens, the Government and all elected bodies.

4.4. This commitment is supported by readiness to develop efficient and coordinated policies for management and development of civil servants, which shows understanding the importance of people in and their development in reaching Government goals.

4.5. These goals may be described in short in the following:

- EU and NATO integration;
- Decentralization;
- Enhancement of the participation of all ethnic communities in the state administration;
- Providing ethical and transparent approach to state administration;
- Fight against corruption;
- Reform of the public administration;
- Reform of the judiciary
- Culture of a continuous development in state bodies;
- Recognizing the needs of civil servants-individuals and the need of their institution to provide advancement for them so that they can reach their personal goals and the goals of the organization;
- Equal opportunities for training and expert development
- Promotion of sustainable and continuous training and expert development by building local capacities, including the private and non-government “market” of training.

Б. BASIC POLICIES

Area 1: Assessment of training needs and planning training

4.6. The project Building Administrative Capacities for EU Integrations supported by the Embassy of Great Britain in Skopje will help develop a Methodology which will give a systematic approach to the assessment of training needs in all institutions employing civil servants.

4.7. The assessment of training needs will identify the needs of the civil servants related to expert development based on the Government programme and strategic goals of their institutions.

- 4.8. The assessment of training needs and the planning of trainings will be closely related to the implementation of the annual training programmes of state bodies.
- 4.9. Individual's training needs will be identified through a process of assessment and based primarily on the needs of the institution to have personnel of certain profile of knowledge, skills and views in order to be able to successfully perform their specific working functions and tasks.
- 4.10. The process of planning individuals' training will be integrated in the process of planning the assessment, thus the managerial civil servants will be able to identify the training needs of individual civil servants in accordance with the annual training programme, the implementation and results from the work on individual jobs.
- 4.11. Key individuals in the identifying training needs will be heads of departments and units and other managerial structures that perform the assessment of the work of civil servants.
- 4.12. Euro-integration and especially actions according to *Acquis Communautaire* will be incorporated in strategic goals and annual training programmes of state bodies. Specific training and expert development programmes related to euro-integration will be identified as part of the process of assessment of civil servants' training needs. In this segment the Secretariat of European Issues will have significant role.
- 4.13. The process of assessment of training needs will be a source of information for the annual training programmes of state bodies.
- 4.14. The heads of human resources management units in each state body will link the training needs from annual programmes with the process of strategic planning.
- 4.15. Annual training programmes will define the training needs of civil servants in the body, the reasons for training, anticipated results, the ways of assessment of these results and give information on the training duration and costs.
- 4.16. CSA, in accordance with law, will provide opinions on the annual training programmes submitted by the bodies. It will also give advice on issues related to trainings, particularly generic training programmes of civil servants.

AREA 2: Building Capacity for coordination of training and expert development

- 4.17. In order to carry out the processes of assessment of training needs and planning of training, the capacity of the managerial personnel in the such as management and changes management will be strengthened.
- 4.18. Generic training programmes for all managerial civil servants will be developed and integrated in the general trainings which are offered to any civil servant that is assigned to a managerial function in the state body.
- 4.19. The heads of the human resources units and their personnel will constitute the key component for building capacities, and their abilities to maintain and manage this change should be strengthened at the very beginning and during the whole process. Being proponents of changes and of building capacities, it is very important that their capacities correspond to the needs for that role.
- 4.20. In addition, the capacity of CSA's employees involved in this process will be developed as well, to make their contribution efficient and help in maintaining these changes. CSA will have a special role to give advice about the needs of generic training which concerns civil servants in state bodies.
- 4.21. The heads of human resources units will, together with the employees of CSA, provide management and expertise in the development of major group of managerial civil servants.

4.22. The capacity of state bodies to plan, develop and carry out annual training programmes will also be a key element in the implementation of these policies. In addition, generic programmes “Train the Trainer” will be developed and carried out in order that civil servants are able to contribute to mutual development in an expert and systematic way.

AREA 3: Management of the quality of training delivery

4.23. The assessment of training efficiency will be focused on the effect of training on annual training programmes and their implementation at the level of units and/or departments, as well as on the work of individuals.

4.24. Besides, the quality of training delivery will be assessed as part of the process of evaluation.

4.25. CSA’s competence is to issue opinions on annual training programmes and monitor their implementation. The bodies are obliged to, before adoption, to submit their prepared annual training programmes to CSA and obtain opinion on them by CSA. This will provide information for CSA to realize the competence of coordination, in accordance with law in relation to training and expert development of civil servants.

ARE 4: Training financing

4.26. Different sources of financing will be characteristic of capacity building in the Republic of Macedonia in the years to come. Donors will continue to provide funds and deliver training. State bodies will develop their own capacity to perform training which will be efficient for delivery of part of the trainings free of charge or with minimum costs for the institution.

4.27. Annual programmes for specialized training and expert development will be financed by state bodies, and they will be incorporated in their budgets as special budget programmes. It is recommended that the minimum amount to be allocated for training and expert development is not less than 0.5% from the salary mass in individual state bodies. This item will be revised after the first year of its application to ensure that it is adequate and realistic (practical).

4.28. The annual generic training programme for civil servants will be prepared by CSA and financed through a special budget programme in the budget of CSA. It is recommended that the minimum amount to be allocated for financing generic training is not less than 0.5% from the salary mass for all civil servants. This item will be revised after the first year of its application to ensure that it is adequate and realistic (practical).

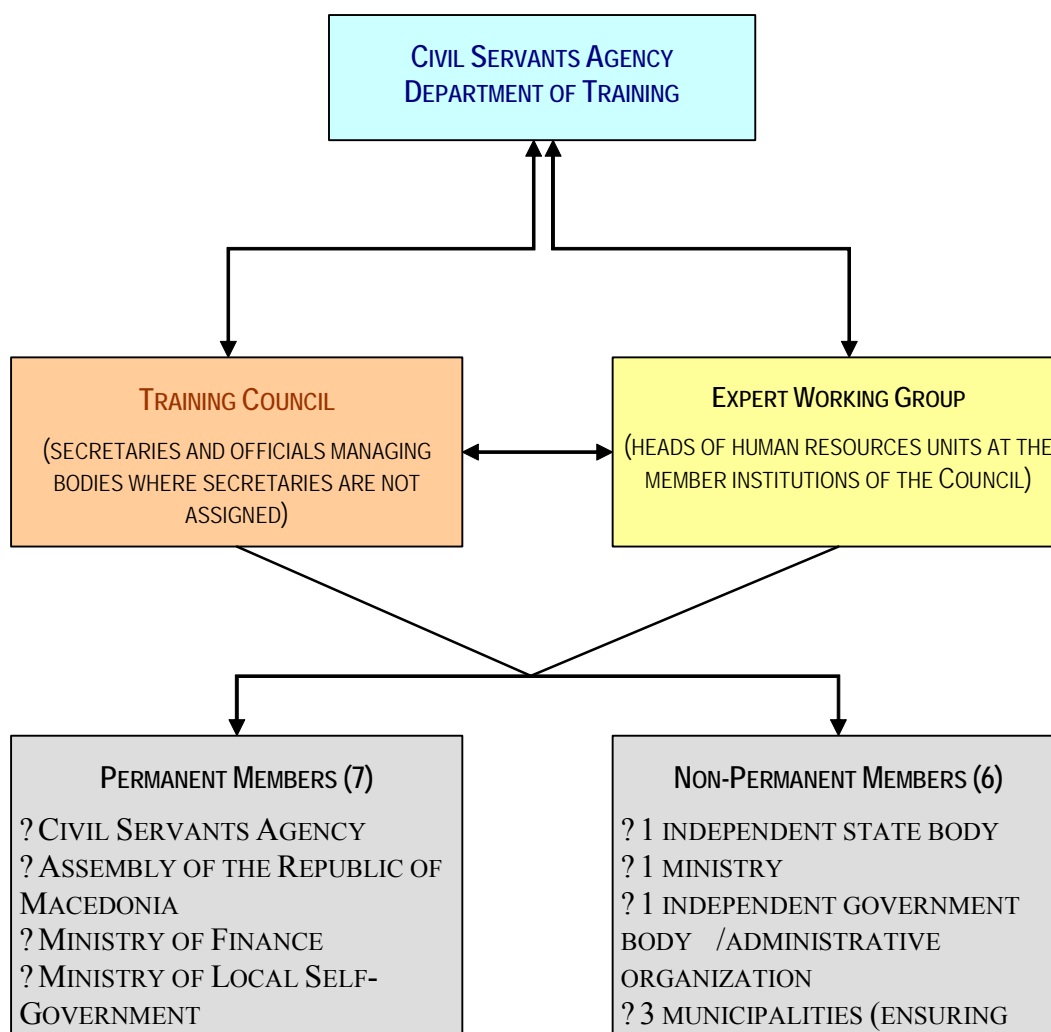
4.29. All civil servants will have the basic right to training and expert development for 5 days a year. The realization of this right will be self-monitored in the state bodies as well by the heads of human resources units and at central level by CSA. This figure will be revised after the first year of application to ensure that it is adequate and realistic (practical).

4.30. The heads of human resources units will assess the training needs and prepare annual training programmes within their institutions. Besides, they will have to collect information on the trainings delivered and their evaluation, including their effects, in order to measure the value of the investment.

5. SYSTEM OF PLANNING AND COORDINATING TRAININGS

5.1. CSA, through the Department of Trainings, will be the central point where, based on the training needs assessment, i.e. Annual Programmes, the priority areas of generic training and adequate programmes at annual level will be formulated. CSA will provide establishment of priority areas of generic training and correspondent programmes to be formulated every year. In the organizational structure below the key interested parties and their interrelations are presented.

Schematic presentation of the system of training planning and coordination



5.2. The Training Council will be established as a consulting body to do the following:

- Define training policies;
- Verify the Annual Training Programme (for generic trainings) for all civil servants before its adoption;
- Monitor the extent of realization of the Annual Training Programme.

5.3. The Council will be composed of 13 members, at the level of secretaries and officials managing bodies (where secretaries are not assigned). Out of them, 7 will be



permanent members with a mandate of one calendar/budget (fiscal) year, and the remaining 6 will be changeable/rotating members with a mandate of one calendar/budget (fiscal) year (see the schematic presentation above).

5.4. The Council will meet depending on the needs, but at least twice a year. It will operate by Rules of Procedure to be adopted on the first constitutive session. The Council will be chaired by CSA. Logistic assistance to the Council will provide the Department of Trainings within CSA.

5.5. Expert Working Group for training will be established as an auxiliary operational body to the Council. Also, an expert working group will be obliged to review the issues related to the coordination of training.

5.6. The structure and number of the members of the Expert Working Group for training will be identical to the structure and number of members of the Training Council. This group will be composed of heads of human resources units.

5.7. The Expert Working Group will meet when in need, but at least once a quarter of a year. This group will work by the Rules of Procedure to be adopted on the first constitutive session, and will be chaired by CSA.

5.8. The Training Council and the Expert Working Group will be established within three months from the adoption of the National System.

5.9. CSA prepares the Draft – Annual Training containing:

- Report on the extent of realization of the training programmes that were offered the previous year, including the statistics on the number of participants in each programme.
- Training Priorities for the next year to be built on the basis of the strategic goals of the Government, the successfulness of the programmes in the previous year and the needs expressed in the Annual Programmes of the bodies.
- Action Plan and fiscal implications for the realization of the programme.

5.10. CSA submits the Draft-Annual Programme for review to the Expert Working Group, which on its behalf, builds its views and proposals and submits them back to CSA.

5.11. Based on the views and comments of the Expert Working Group, CSA prepares a Second Draft-Annual programme and sends it for verification to the Training Council.

5.12. Upon verification, the Annual Training Programme will be adopted by CSA.

5.13. This process evolves in cycles and chronologically and starts as early in the year as possible in order for the Annual Training Programme to be adopted by the end of the year. To be more concrete, all of the three bodies will take, within the current year and in compliance with the competences and obligations, analysis of the previous year, monitoring and assessment of the realization of the current year, and prepare, based on the results of the analysis, monitoring and assessment, programmes for the next year.

5.14. In general, this will mean coordinated planning of training policies.

6. RISKS OF SYSTEM IMPLEMENTATION

6.1. Key risks for the implementation of the above proposal-policies are as follows:

- Failure to recognize the training and expert development as an investment in the implementation of Government's programme, strategic goals and criteria for EU and NATO integration and other strategic national programmes and obligations undertaken towards international organizations and institutions.
- Lack of development of capacities for operating, managing changes. Training skills and managing the results shown by all those having a managerial function in the civil service.
- Failure to build and strengthen the capacity of employees in the human resources units and in CSA, so that they would be capable of supervising and facilitating the process, as well as building the capacity of other managerial structures.
- Failure to fully implement the planned training and thus fulfill the budget obligations.
- Inappropriate assessment of the costs and effects of training and expert development.
- Failure by the managerial state structures to recognize the training and expert development as extremely important factors for development of their own capacities and the capacity of their personnel.
- Failure to coordinate training and expert development of civil service.

6.2. Unless these issues are emphasized with steadiness, creativity and dedication by all interested parties, the training of civil servants will not correspond to its purpose to give support to reaching strategic priorities of the Republic of Macedonia.

6.3. The implementation of these proposal-policies will require long-term, continuous efforts and commitment.

6.4. Concrete areas to be immediately paid attention are as follows:

- Define mid-term and long-term training priorities for civil servants at national level through the strategy for training and expert development;
- Develop generic trainings which will provide building capacities and expertise, that are necessary for CSA, heads of human resources units and for the managerial structure in state bodies to fulfil their roles and duties.
- Agree with the Ministry of Finance on the way of financing and mechanisms of budgeting the annual training programmes by the bodies, at annual level.



7. FINAL PROVISIONS

7.1. Upon entry into force of this National System, the National System of Coordination of Training and Expert Development of Civil Servants in the Republic of Macedonia No. 01-5717/1 of 18 October 2005, published in the "Official Gazette of the Republic of Macedonia" No. 91/2005, shall cease to be valid.

ALEKSANDAR GESTAKOVSKI, DIRECTOR