



METHODOLOGY FOR MONITORING AND EVALUATION

ANNEX 3

Toolkit

Delivering Good Governance

METHODOLOGY FOR
MONITORING AND EVALUATION
OF TRAINING PROGRAMMES FOR
PROFESSIONAL DEVELOPMENT
FOR LOCAL GOVERNMENT

ANNEX 3

Toolkit

The Toolkit contributes to the enhancement of Human Resources Management by providing concrete tools and procedures to be implemented within the Monitoring and Evaluation of the training programmes delivered to public employees.

**CENTRE OF EXPERTISE
FOR LOCAL
GOVERNMENT
REFORM**

in cooperation with

ISIG
Institute of
International Sociology
of Gorizia

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CENTRE OF EXPERTISE
FOR LOCAL GOVERNMENT REFORM
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1 TNA QUESTIONNAIRE ¹

1. What is the PRIORITY of your local government in the current term of office?

Please choose UP TO 2 ANSWERS FROM the following list:

- Infrastructural investments
- Social issues, solving social problems, etc.
- Stabilisation of the municipal/town budget
- Work of the administration on a daily basis, responding to questions and problems on a daily basis
- Civil participation
- Improving the quality of services to citizens and business
- Don't know, not sure
- Another issue of the importance for the local self-government ☞.....

2. In your opinion, what are the sources of the GREATEST difficulties in the day-to-day management of your local government unit?

Please choose up to 3 categories

- Instability of the law, frequent changes in regulations
- Legal limitations in decision-making for local government in some areas
- Wrong interpretation of the law by regulatory bodies
- Staff shortages in local administration and inadequate structure
- Insufficient competencies among some employees
- Insufficient own revenues
- No adequate financing of entrusted tasks
- Passive citizens, their lack of interest in public affairs
- Obstacles to the withdrawal and use of EU funds
- Conflicts between executive power in the local government (mayor/) and city/municipal parliament
- Political pressure, influence of political parties on how local government works
- Unfavourable macroeconomic environment
- Not sure
- Another source of problems.....

3) The law requires that the municipality/town should fulfil multiple tasks simultaneously. No task can be abandoned but some of them can be treated as more important in budget planning. Which areas do you think should be particularly SUPPORTED in the specific situation of your local government unit?

Please choose UP TO 3 most important items from the list below:

- Safety of the community
- Pre-school/elementary education including extracurricular classes for children
- Activities of cultural institutions
- Supporting activities performed by local non-governmental organisations
- Local economic development and support to local businesses
- Welfare services and municipal housing
- Sport and recreation
- Health care and prevention
- City/municipal Greenery
- Cleanliness in the streets and public areas
- Treatment of solid waste
- Road infrastructure
- Waterworks and sewage system
- Urban planning and land management
- Disaster and crisis management

¹ CoE (2016) TNA – Training Needs Analysis and National Training Strategy. Available at: <https://wcd.coe.int/ViewDoc.jsp?id=2450581&Site=&BackColorInternet=B9BDEE&BackColorIntranet=FFCD4F&BackColorLogged=FFC679>

Another area ☒

4) What is your overall assessment of your municipality/town AS A PLACE TO LIVE?

Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value

very bad (1) ☒..... (9) very good

5) Does your local government unit have an UP-TO-DATE DEVELOPMENT STRATEGY (or an equivalent strategic document)?

- Yes
- No
- Don't know

5a) Were the RESIDENTS of your city/municipality involved in the work on the current development strategy?

Please choose one answer only

- Yes, the office worked intensively with the residents to develop the strategy
- The residents did not participate in developing the document, but the draft document underwent public consultation
- No, we developed the strategy without involving the residents
- Don't know / Not sure
- The residents were involved in some other way (please specify): ☒

5b) Are you currently doing any work related to the development/updating of your development strategy (or an equivalent document)?

Please choose one answer only

- Yes, we are working on updating the existing document
- Yes, we are developing a new document
- No, but we plan to develop a strategy in the coming year
- No, and we have no plans to develop such a document in the coming year
- Don't know / Not sure

6) In the last three years, have your city/municipality administration conducted any self-assessments using any systematic tool?

Please choose one answer only

- Yes
- No
- Don't know

6a) Which tool did you use for the self-assessment?

Please provide the name or describe the tool briefly:

☒

7) Generally speaking, how would you assess the EFFICIENCY of local administration at your local government unit?

Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value

very bad (1) ☒..... (9) very good

8) In your opinion, what would be the most effective way to boost the performance of your city/municipality administration?

Please choose up to 2 key methods

- Improving employee's competencies
- Reorganising the work
- Increasing the number of the employees
- Raising employee's salaries
- Improving the skills of managers in order to organize work better

- Reducing the number of employees
- Changing remuneration system of employees / changing methods of salary calculations
- Improving interpersonal relationships
- Don't know / Not sure
- Some other way → ☞

9) What is your overall assessment of the following at your local government office:

Please choose one answer only in each row

	Very good	Fairly good	Moderate	Fairly poor	Very poor	Not sure
Employees knowledge of their job responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work provided by employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of employees' independence within their responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees' innovative thinking in solving problems that arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees' motivation to improve their professional qualifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees ability to work as a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees' commitment and their work motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees' integrity in performing their work duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees' effectiveness in solving problems that arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10) In your personal opinion, is a job at the local government office ATTRACTIVE or UNATTRACTIVE in comparison with other available employment opportunities?

Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value

Definitely unattractive (1) ☞ (9) Definitely attractive

11) Below is a list of various issues which may make a local government job attractive. Please specify how much is each of them important or unimportant TO YOU PERSONALLY in the context of working for local government?

Please choose one answer only in each row

	Very important	Fairly important	Fairly unimportant	Totally unimportant	Not sure
Level of remuneration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibility to keep a balance between career and private life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interesting challenges involved in fulfilling job responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for career and professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to improve one's competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good reputation of the employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibility to work with interesting people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autonomy at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Various tasks and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A chance for attractive bonuses and salary increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity between workplace and home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working time, working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12) Which of those factors play the most important role for you in the context of your work for local government?

Please name up to 2 most important factors (only factors you described as very important have been selected)

- Level of remuneration
- Possibility to keep a balance between career and private life
- Interesting challenges involved in fulfilling job responsibilities
- Opportunities for career and professional development
- Opportunities to improve one’s competencies
- Good reputation of the employer
- Job stability
- Possibility to work with interesting people
- Autonomy at work
- Various tasks and responsibilities
- A chance for attractive bonuses and salary increase
- Proximity between workplace and home
- Working time, working hours

13) Which of the listed factors do you consider to be the most important ones FOR THE EMPLOYEES in your city/municipal administration, making your local self-government attractive as a place to work at?

Please name up to 3 most important factors

- Level of remuneration
- Possibility to keep a balance between career and private life
- Interesting challenges involved in fulfilling job responsibilities
- Opportunities for career and professional development
- Opportunities to improve one’s competencies
- Good reputation of the employer
- Job stability
- Possibility to work with interesting people
- Autonomy at work
- Various tasks and responsibilities
- A chance for attractive bonuses and salary increase
- Proximity between workplace and home
- Working time, working hours
- Don’t know / Not sure
- Something else is important (please specify): ☞.....

14) In your opinion, is a job at your local government SATISFACTORY for employees who are employed there?

Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value

No, definitely not (1) ☞..... (9) Yes, definitely

15) Below listed are various factors which may MOTIVATE employees to GET ENGAGED and WORK BETTER. Please name those which are the most important, moderately important and least important in motivating employees.

Please group those factors, placing each of them in the corresponding window on the right, by dragging them with the mouse.

- Key motivating factors (1)
- Important, but not crucial (2)
- Without much importance (3)
- Difficult to describe/to classify into a group (4)

Opportunities for personal growth and gaining experience	<input type="checkbox"/>
Sense of causality – having an impact on reality	<input type="checkbox"/>
Positive reputation of the employer	<input type="checkbox"/>
Good relations with supervisors	<input type="checkbox"/>
Being appreciated by the management (supervisors)	<input type="checkbox"/>
----- Level of remuneration	<input type="checkbox"/>
Good co-operation, collegiality	<input type="checkbox"/>
A high degree of independence in performing one's tasks	<input type="checkbox"/>
Charisma and reputation of the Mayor/president of the municipality	<input type="checkbox"/>
Supervisors being interested in their employees	<input type="checkbox"/>
Opportunities to get promoted	<input type="checkbox"/>
Financial and in-kind awards	<input type="checkbox"/>
Respect of mission of the local government	<input type="checkbox"/>
A good atmosphere at work	<input type="checkbox"/>

16) Below mentioned are various areas where local government institutions fulfil their tasks or activities. Please provide a GENERAL ASSESSMENT of your city/municipality in terms of the FULFILMENT OF TASKS or PERFORMANCE OF ACTIVITIES in those areas.

Please subdivided those areas into ones where: (1) task are fulfilled smoothly and without major obstacles; (2) there are difficulties in fulfilling tasks, but they are resolved;(3) there are major difficulties in fulfilling tasks and their resolution is highly problematic.

Area where tasks are fulfilled smoothly	(1)
Fulfilling tasks is somewhat problematic	(2)
Major difficulties in fulfilling tasks	(3)
Not sure / No experience	(4)

Activities of cultural institutions, implementation of cultural policy	<input type="checkbox"/>
Agriculture and rural development	<input type="checkbox"/>
Audit, internal audit, management of audit	<input type="checkbox"/>
Building relationships with citizens, public consultations, collaboration etc	<input type="checkbox"/>
Collaboration with non-governmental organisations	<input type="checkbox"/>
Development and management of projects	<input type="checkbox"/>
Disaster and crisis management	<input type="checkbox"/>
Environment protection	<input type="checkbox"/>
Ethics and anticorruption measures	<input type="checkbox"/>
European integration	<input type="checkbox"/>
Gender mainstreaming in local government	<input type="checkbox"/>
General administrative procedures	<input type="checkbox"/>
HR management, HR policy	<input type="checkbox"/>
Implementation of e-administration and computerisation of the office	<input type="checkbox"/>
Inclusion of Roma	<input type="checkbox"/>
Inspection control in various areas	<input type="checkbox"/>
Local Economic Development and Investment Attraction	<input type="checkbox"/>
Management of preschool and primary school system	<input type="checkbox"/>
Managing human teams, team work techniques, conflict resolution etc	<input type="checkbox"/>
Managing the finances of the local government unit, local taxes and fees, financial and accounting issues	<input type="checkbox"/>
Planning and implementation of infrastructural investments	<input type="checkbox"/>
Public property management	<input type="checkbox"/>
Protection of classified information and personal data	<input type="checkbox"/>
Protection of minority rights	<input type="checkbox"/>
Public procurement and tender procedures	<input type="checkbox"/>

Services to citizens and businesses, work organisation in the administration/secretariat, customer service centre etc.	✗
Social policy, social inclusion, activities of welfare institutions	✗
Strategic management of the local government unit	✗
Urban/spatial planning and management of real estate property	✗
Wastewater and solid waste management	✗
Work time management and organisation of work	✗
Creation of youth policies at the local level	✗
Local public transport and local roads	✗

17) Can you see any problems in the work of your city/municipality administration caused primarily by insufficient knowledge or insufficient skills of employees at your local government unit?

Please choose one answer only

- Yes, definitely
- Yes, probably
- Probably not
- Definitely not
- Not sure

17a) Please describe those problems briefly:

✗

18) Are the employees at your local administration required to improve their professional qualifications?

Please choose one answer only

- Yes, all of them are
- Yes, some of them are (please specify the categories of officials) ✗
- No
- Don't know / Not sure

18a) How is this requirement formulated?

More than one answer allowed

- It is regulated with internal act
- It is regulated with a collective agreement
- It is regulated by a special legal regulation
- Don't know/ Not sure
- Other (please specify): ✗

19) Which of the areas of training listed below would you consider to be MOST NEEDED for employees within your local self-government?

(indicate at least 1 and no more than 5 answers)

- Work organisation at the office
- Managing human teams, team work techniques, conflict resolution etc
- Computer/IT training, use of IT tools
- Language training, selected foreign language
- Work time management
- Development and management of projects
- Implementation of e-administration and computerization of the office
- Topics related to the Professional State Exam
- General administrative procedures
- European integration

- Services to citizens and businesses, organization of the administrative/secretarial office, customer service centre etc.
- Strategic management of the local government unit
- Protection of classified information and personal data
- Public procurement and tender procedures
- Local self- government system
- Creation of youth policies at the local level
- Audit, internal audit
- Agriculture and rural development
- Activities of cultural institutions, implementation of cultural policy
- Inclusion of Roma
- Disaster and crisis management
- Building relationships with citizens, public consultations, collaboration etc.
- Environment protection
- Ethics and prevention of corruption threats
- Wastewater and solid waste management
- Local Economic Development and Investment Attraction
- Planning and implementation of infrastructural investments
- Urban/spatial planning and management of real property
- Public property management
- Social policy, social inclusion, activities of welfare institutions
- Collaboration with non-governmental organizations
- Inspection control in various areas
- HR management, HR policy
- Protection of minority rights
- Managing the finances of the local government unit, local taxes and fees, financial and accounting tasks
- Management of preschool and primary school system
- Gender mainstreaming in local government
- Local public transport and local roads
- Our employees do not need training
- Not sure / hard to say

20) Do you see any other training needs which is not mentioned above?

Please choose one answer only

- Yes
- No
- Don't know

20a) Please provide a short description of those training needs:

.....

21) In what kind of (external) training did employees in your local government unit participate in 2015?

More than one answer allowed

- Paid training for employees from various local government structures, organised by an external provider, with participation financed by your city/municipality unit
- Training organised specifically for the employees of your local government administration by an external provider, financed by your city/municipality unit
- Free-of-charge training organised by an external provider under a project where your city/municipality was not an immediate beneficiary
- Free-of-charge training organised under project(s) where your city/municipality unit was an immediate beneficiary
- Training paid by the employees who participated in it upon the consent of the superior

- Employees of our city/municipality administration have not participated in any training in 2015
- Don't know / Not sure
- Other training, please specify

22) Who was the organiser of those training events?

More than one answer allowed

- A local government institution/organisation
- Regional development agency(ies)
- A university/higher educational institution
- National/provincial public institution (eg. Ministry, National/Provincial secretariat or offices, etc).
- Standing Conference of Towns and Municipalities
- A non-governmental organisation
- Donor funded programmes/projects
- A private provider, a company
- Please specify project/programme title, name of the company/organiser:.....

23)What were the areas of training in which employees of your city/municipality administration participated throughout 2015?

Please select all applicable areas; More than one answer allowed

- Work organisation at the office
- Managing human teams, team work techniques, conflict resolution etc
- Computer/IT training, use of IT tools
- Language training, selected foreign language
- Work time management
- Development of projects and project management
- Implementation of e-administration and computerization of the office
- Topics related to the Professional State Exam
- General administrative procedures
- European integration
- Services to customers from the administration, organization of the secretarial office, customer service centre etc.
- Strategic management of the local government unit
- Protection of classified information and personal data
- Public procurement and tender procedures
- Local self- government system
- Creation of youth policies at the local level
- Audit, internal audit, management audit
- Agriculture and rural development
- Activities of cultural institutions, implementation of cultural policy
- Inclusion of Roma
- Disaster and crisis management
- Building relationships with citizens, public consultations, collaboration etc.
- Environment protection
- Ethics and prevention of corruption threats
- Wastewater and solid waste management
- Local Economic Development and Investment Attraction
- Planning and implementation of infrastructural investments
- Urban/spatial planning and management of real property
- Public property management
- Social policy, social inclusion, activities of welfare institutions
- Collaboration with non-governmental organizations
- Inspection control in various areas

- HR management, HR policy
- Protection of minority rights
- Managing the finances of the local government unit, local taxes and fees, financial and accounting issues
- Management of preschool and primary school system
- Gender mainstreaming in local government
- Our employees do not need training
- Not sure, it's hard to say
- Another area of training. Please name the area.....

24) How often (in general) do the following persons take part in EXTERNAL training events:

This question refers to your local government unit; Please choose one answer only for each row

	Very often	Quite often	Quite rarely	Very rarely	Not sure
Mayor, deputy mayor and assistant mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head of municipal/city administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heads of departments/organisational units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25) How many employees are employed at your local administration?

Please specify the number of FULL-TIME EMPLOYEES only

.....

26) How much money your city/municipal administration allocated during the LAST year FROM ITS OWN BUDGET for the employees training?

Please specify the entire cost of employees training during (previous year), excluding internal training, if any.

.....

27) Do you consider the financing of employee's training to be adequate?

Please choose one answer only

- No, more funding is needed
- Yes, it is sufficient
- I think we spend too much
- Don't know / Not sure

28) Were there any internal training events organised for your local administration employees during the last year?

Please choose one answer only

- Yes, very often
- Yes, quite often
- Yes, a few times
- Yes, once
- No
- Don't know / Not sure

29) In which other forms of training did your employees participated in during the last year?

Please choose all applicable categories

- Additional study programmes, e.g. post-graduate programmes
- Distance learning formats
- Study visits
- Exchange of experience in occupational groups, etc.
- Conferences/Seminars/workshops on local government issues
- None of the above
- Other forms of training
- Please specify topics of the conducted study visits

30) Does your city/municipality administration develop a training plan for its employees?

Please choose one answer only

- Yes
- No
- Don't know / Not sure

31) Does your city/municipality administration analyse the training needs of its employees?

Please choose one answer only

- Yes
- No
- Don't know / Not sure

31a) Is there a procedure, an ordinance or a rule which defines how training needs should be analysed?

Please choose one answer only

- Yes
- No
- Don't know / Not sure

31b) How often are employees' training needs analysed?

Please choose one answer only

- Once in three months or more often
- Once in six months
- Once a year
- Once in two years
- Less often than once in two years
- Irregularly, depending on the situation
- Don't know / Not sure

Finally, we would like to ask a few questions for statistical purposes. We would like to remind you that THIS SURVEY IS COMPLETELY ANONYMOUS. Information from specific, individual questionnaires will not be made available anywhere and in any manner, and your local government unit could not be identified in any way.

Sex: - Female - Male

Age

Education

Position

Please select a category corresponding with your position:

- Mayor/President of the municipality
- Deputy mayor/Deputy president of the municipality
- Head of municipal administration/city administration
- Head of department
- Assistant to mayor/president of the municipality
- Employee from the local self-government administration
- Other (please specify):

Service length at local government

Please provide the number of years worked at the local government, rounded up to full numbers:

.....

Type of local government unit

Please choose one answer only

- Municipality
- City
- City municipality

Size of your local government unit

Please choose one answer only

- Up to 50,000 residents
- From 50,000 up to 100,000 residents
- From 100,000 up to 150,000 residents
- Over 150,000 residents

Name of Administrative District of your city/municipality

✎

Thank You for completing the questionnaire!

2 EXPECTATIONS QUESTIONNAIRE

In order to effectively monitor and evaluate the results of the training programme for what concerns the capacity to meet participants' expectations as well, it is advisable to have all training participants fill in a questionnaire prior to the beginning of the course.

Q.1 How long have you been working in a local government?

--

Q.2 What is your role/function?

--

Q.3 Have you ever participated to a professional training programme/course within your job at local government?

YES	NO
-----	----

Q.4 (if YES to the above) What was the topic of the programme/course?

--

Q.5 Did you enrol spontaneously to this programme/course or was your attendance made compulsory by your unit/department?

Spontaneously enrolled	Compulsory attendance
------------------------	-----------------------

Q.6 What do you expect to gain from attendance to this training course/programme? Please indicate for each item a value between 1 and 5 (where 1 is "not expected", 5 is "totally expected" and N.K. is "not known") with reference to:

	1	2	3	4	5	N.K.
New skills for your professional development						
New skills for your personal development						
New knowledge/updates for your professional development						
New knowledge/updates for your personal development						
New communication competences for your professional development						

New communication competences for your personal development						
The possibility to expand your professional network						
The possibility to communicate and interact more closely with colleagues						
Other (please specify)						

Q.7 How much do you agree with the following statements concerning the training programme/course you are about to start? Please indicate for each item a value between 1 and 5 (where 1 is “not expected”, 5 is “totally expected” and N.K is “not known”) with reference to:

	1	2	3	4	5	N.K.
I expect trainers to be always available for questions and clarifications, beyond lesson time						
I expect staff to be supportive in meeting trainees’ needs						
I expect lessons timetables to be jointly defined among trainers and trainees						
I am curious to meet trainers and learn about their professional experiences in their field of expertise						
I expect to learn new communication modalities						
I expect to learn how to work in a team						
I expect to learn specific skills useful for my work						
I am curious to meet other colleagues of local governments to share our experiences						
I expect to have many occasions to meet new people to expand my professional network						

I am attending this course only because it is compulsory						
I expect to gather in depth knowledge on new regulations/procedures						
I am happy to be trained so to deliver a better service in the local government						
I am mostly interested in the prestige that the certificate will give me						
I do not believe I can learn anything useful for my job in this course						
I am sure that after this course my career prospects will improve						
Other (please specify)						

3 TIME MANAGEMENT TOOL

Table 1 - Example of time management tool

Activity	Person in charge	Milestone	Foreseen deadline	Month (mark when performed)											
				1	2	3	4	5	6	7	8	9	10	11	12
1. Financial management	Administrative staff		M1 - M12												
		1.1 Preliminary financial sheet	M1	x											
		...													
2. Expectation questionnaire	Implementing organisation internal staff		M2 - M4												
		2.1 Elaboration of the tool	M2		x										
		2.2. Data gathering (implementation of the tool)	M3			x									
		2.3 Data analysis	M4				x								
3. ...															

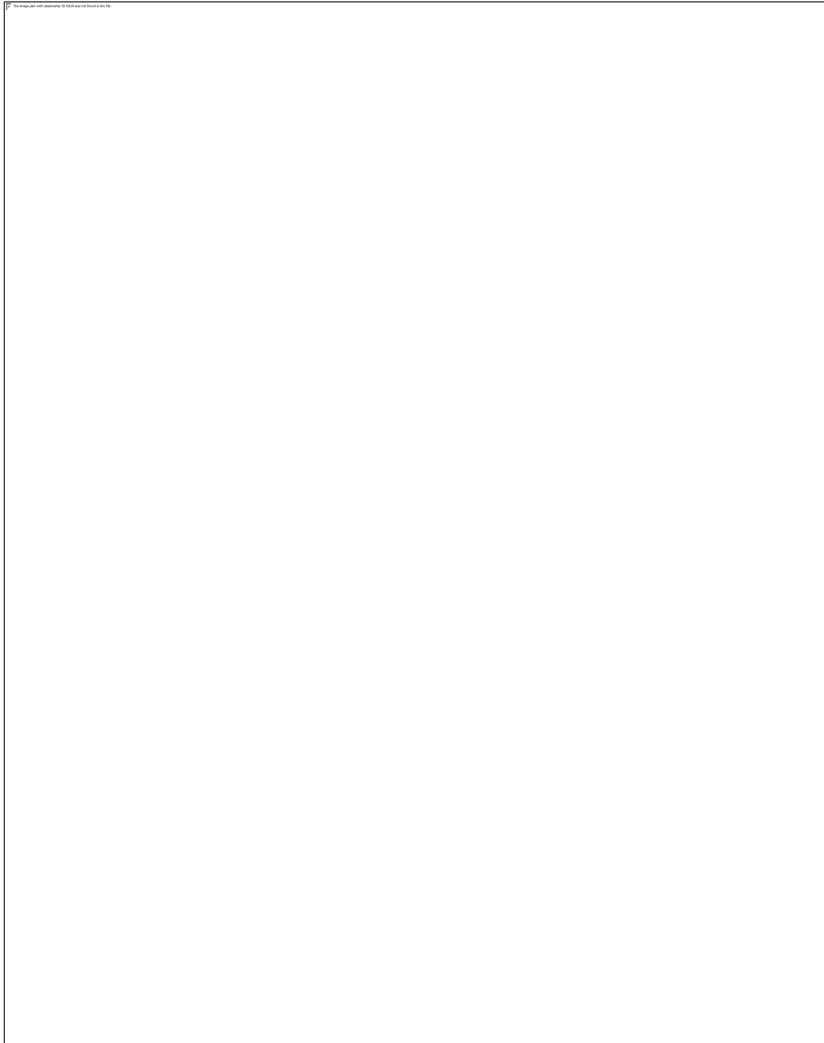
4 PRELIMINARY FINANCIAL SHEET

The prevision of expenses for implementation implies the orderly systematisation of all foreseen expenses in a dedicated financial data collection sheet. Such items could relate to:

- Collection of best offers from different service and materials' providers;
- Average salary for a certified professional trainer in the country;
- Identification of potential travelling routes for trainers and trainees and of the costs of transport;
- Identification of best offers from different providers regarding equipment needed in order to start the course;
- Quantification of other management and organisational expenses, based on previous experience or experience of other training's implementing institutions.

All these data should be clearly systematised in a "Prevision of expenses table".

Figure 1 - Preliminary financial sheet



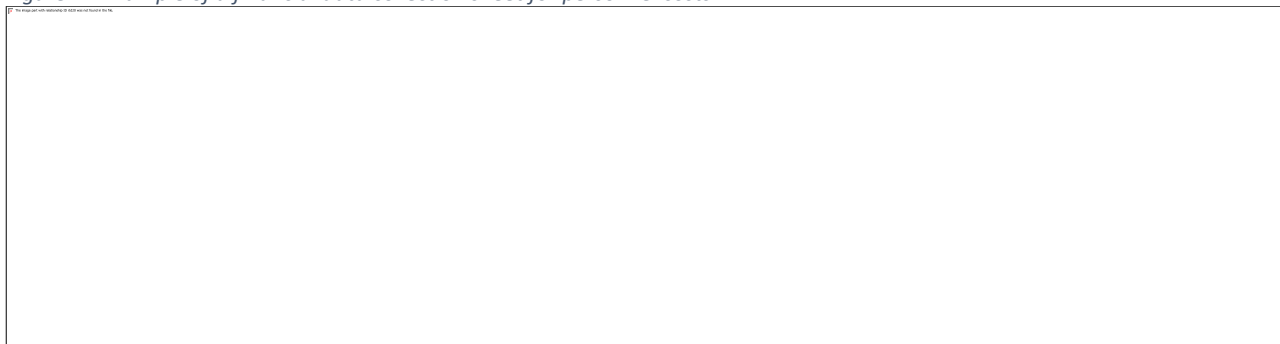
5 FINANCIAL FORMS (DETAIL)

The following template sheets are elaborated as an example, for potential different items of budget, in the light of monitoring activities (i.e. personnel costs, travel and reimbursement, equipment and other costs).

It is foreseen that the most relevant expense should be the ones concerning personnel employed for the implementation of the training. The table below shows an example of a one year sheet for collection of personnel efforts dedicated to the training programme.

The name of the person and his/her role are stated in the first 2 columns, followed by the type of contract of this person. Namely, if it is a person working permanently for the implementing organisation, usually his/her monthly salary might be split between different activities and only indication of the remuneration for the specific role played within the training programme should be accounted for in the table. If instead it is a person temporarily and specifically employed by the implementing organisation only for the training course implementation purpose, the whole wage paid to the person should be accounted for in the financial table.

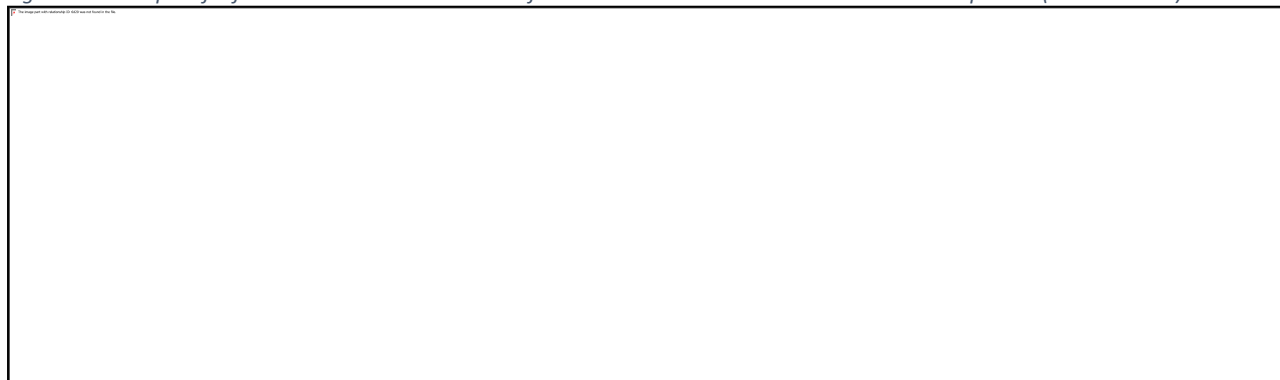
Figure 2 - Example of a financial data collection sheet for personnel costs



Usually, also travel expenses and other direct expenses (such as those for training materials) are needed to allow for a training course implementation.

The Figure below shows an example of how it is possible to structure such data gathering sheet, so to collect details about the amount spent, the reasons for expense and the identification number useful to trace the relevant financial document (receipts, invoices, etc.) in the administrative protocol files.

Figure 3 - Example of a financial data collection sheet for travel reimbursements and other direct expenses (consumables)



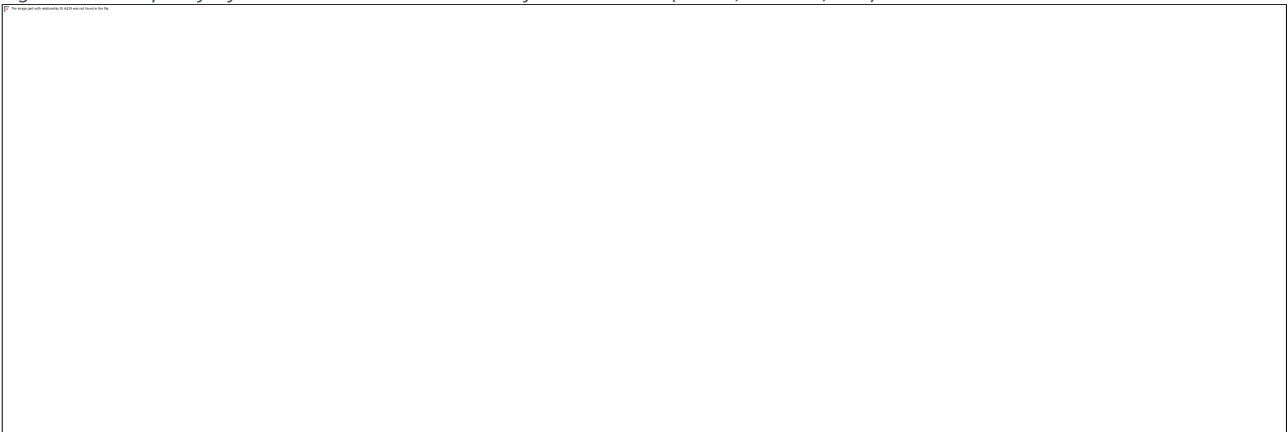
A very similar procedure applies for the storage of equipment purchases needed specifically for the course implementation. Figure 8 below shows an example of such a table. Differently from the table above, the equipment table usually should contain a column indicating the % of depreciation of the item of equipment in the years. Beside the actual costs, thus, this table accounts also for the actual value of the purchased equipment over time. Only the depreciation amount should be considered as a cost.

Figure 4 - Example of a financial data collection sheet for equipment costs



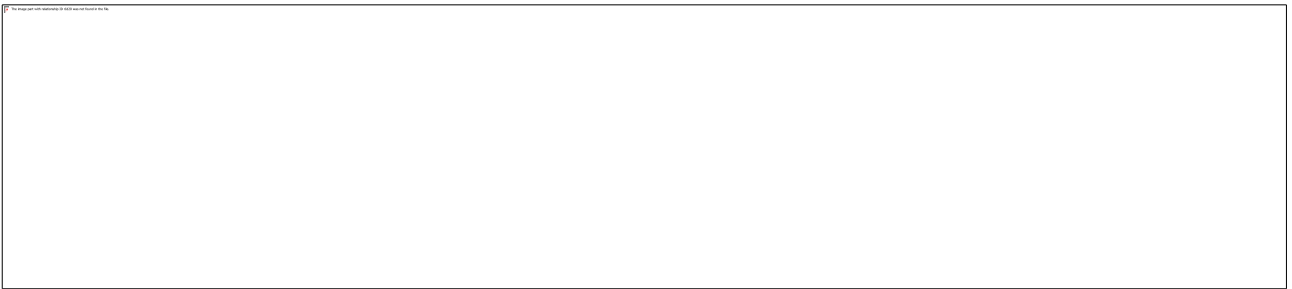
Finally, there are also other costs that are related more to the acquisition of service and rentals rather than consumables or durable equipment. The table for “other costs” is also structured so to detail type of service and cost, as well as to remind about the storage identification number of financial documents.

Figure 5 - Example of a financial data collection sheet for other costs (rental, services, etc.)



6 FINAL FINANCIAL FORM

Example of final financial data collection sheet

A large, empty rectangular box with a thin black border, intended for a data collection sheet. The box is completely blank, with no text or markings inside.

7 COURSE FICHE

Example of course fiche

Title of the course:	
Start and end date:	
Name and surname of trainer:	
Brief bios of trainer:	
Content of the course (topics):	
Duration (hours):	
Learning objectives:	
Teaching techniques:	
Textbooks, articles, materials: handouts	
Testing procedure:	
Attendance requirements:	
Any other useful information:	

9 PARTICIPANTS' SATISFACTION QUESTIONNAIRE

Q.1 Please consider the [name of the specific training programme].

How would you rate your overall experience with the training programme (where 1 is "not expected", 5 is "totally expected" and N.K is "not known") with reference to:

	1	2	3	4	5	N.K.
Its usefulness for yourself personally						
Its usefulness for your communication with colleagues attending the same course						
Its usefulness for your professional development						
Your job prospects in the PA sector						
Your job prospect in the private labor market						
The possibility to expand your professional network						
Other (please specify)						

Q.2 Please consider the [name of the specific training programme].

For each of the following items, please indicate your level of satisfaction using values between 1 and 5, (where 1 is "not expected", 5 is "totally expected" and N.K is "not known") with reference to:

	1	2	3	4	5	N.K.
Transparency and clarity of enrollment procedures						
Administrative and logistic support received by the implementing organization						
Training timetables						
Training premises						
Training equipment						
Training materials						
Links between different courses						
Competence of trainers						
Availability of trainers beyond lesson time						
Clarity and efficacy of training methodology						
Collaboration among the group members						

Q.3 Please consider the [name of the specific training programme].

What were the 3 best aspects of the training course you attended? (please rank them with numbers from 1 to 3, where 1 is the most appreciated of the 3)

Relationship with training colleagues	
Relationship with trainers	
Relationship with administrative staff	
Relationship with academic coordinator	
Premises	
Availability of equipment	
Quality of training content	
Quality of trainers' preparation	
Quality of training material provided	
General atmosphere	
Prestige of the course	
Prestige of final certification	
Usefulness of final certification	
Networking possibilities	
Usefulness of tools and methods learnt	
Other (please specify)	

Q.4 Please consider the [name of the specific training programme].

What were the 3 worst aspects of the training course you attended? (please rank them with numbers from 1 to 3, where 1 is the least appreciated of the 3)

Relationship with training colleagues	
Relationship with trainers	
Relationship with administrative staff	
Relationship with academic coordinator	
Premises	
Availability of equipment	
Quality of training content	
Quality of trainers' preparation	
Quality of training material provided	
General atmosphere	
Prestige of the course	
Prestige of final certification	

Usefulness of final certification	
Networking possibilities	
Usefulness of tools and methods learnt	
Other (please specify)	

Q.5 Are there any other aspects of the training programme you would like to comment on?

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10 TRAINERS' SATISFACTION QUESTIONNAIRE

Q.1 Please consider the [name of the specific training programme in which you were involved as trainer].

How would you rate your overall experience with the training programme using values between 1 and 5 (where 1 is "not expected", 5 is "totally expected" and N.K is "not known") with reference to:

	1	2	3	4	5	N.K.
Its usefulness for yourself personally						
Its usefulness for your communication with other trainers teaching within the same programme						
Its usefulness for your professional development						
Your job prospects in the PA sector						
Your job prospect in the private labor market						
The possibility to expand your professional network						
Other (please specify)						

Q.2 Please consider the [name of the specific training programme].

For each of the following items, please indicate your level of satisfaction using values between 1 and 5 (where 1 is "not expected", 5 is "totally expected" and N.K is "not known") with reference to:

	1	2	3	4	5	N.K.
Transparency and clarity of recruitment procedures						
Timeliness of due payment						
Adequacy of travel reimbursements						
Administrative and logistic support received by the implementing organization						
Communication with academic coordinator						
Training timetables						
Training premises						
Training equipment						
Training materials						

Possibility of self-management of the courses						
Selection of trainees						
Competences of trainees						
Relationship with trainees						
Collaboration among trainers						

Q.3 Please consider the [name of the specific training programme].

What were the 3 best aspects of the training course you attended? (please rank them with numbers from 1 to 3, where 1 is the most appreciated of the 3)

Relationship with colleagues	
Relationship with trainees	
Relationship with administrative staff	
Relationship with academic coordinator	
Premises	
Availability of equipment	
Trainees' interest	
Quality of trainees' preparation	
General atmosphere	
Prestige of the training programme	
Networking possibilities	
Other (please specify)	

Q.4 Please consider the [name of the specific training programme].

What were the 3 worst aspects of the training course you attended? (please rank them with numbers from 1 to 3, where 1 is the least appreciated of the 3)

Relationship with colleagues	
Relationship with trainees	
Relationship with administrative staff	
Relationship with academic coordinator	
Premises	
Availability of equipment	
Trainees' interest	
Quality of trainees' preparation	
General atmosphere	
Prestige of the training programme	

Networking possibilities	
Other (please specify)	

Q.5 Are there any other aspects of the training programme you would like to comment on?

11 TRAINERS' REPORTS

It will be the role of each trainer to summarise in a report (one for each participant, as well as one for the whole course) the competences developed during his/her course.

This report should be standardised among all trainers, according to the same template. The main points should concern:

- Identification of key competences acquired;
- Comparison between level of the competences at the beginning of the course and at the final exam (with marks of the final exam);
- Identification of key tools/methodologies introduced;
- Identification of the level of familiarity achieved by participants on the above-mentioned tools/methodologies.

Trainers' report should be structured as follows:

1. Course overview
 - 1.1 Learning objectives
 - 1.2 Teaching methods and techniques
 - 1.3 Duration of the course
2. Structure of the course
 - 2.1 Activity 1
 - 2.2 Activity 2
 - 2.X Activity X
3. Results (summary related to achieved outcomes, compliance, effectiveness, efficiency)
4. Conclusions

12 SEMI-STRUCTURED INTERVIEW FOR PA MANAGERS

Below is a list of questions that might be used for a semi-structured interview with local government managers, to evaluate with them the impact of the training course/programme on their employees' performance.

1. What is your role in the local government?
2. How many employees work in your unit/department/service?
3. How many of your employees attended the training course/programme?
4. Did you notice any changes in their working behaviour after the attendance to the course/programme?
5. How do you evaluate their working performance after they attended the course/programme, in comparison to their performances prior to the course/programme?
6. How do you evaluate their working performance, with respect to other civil servants, after they attended the course/programme?
7. Which competences did they develop that you deem most useful for the delivery of your local government unit/department's services?
8. Which competences did they develop that have no relevance for the work they perform within your local government unit/department?
9. Are there any competences that you feel are still lacking and would need to be improved?

13 QUESTIONNAIRE FOR PARTICIPANTS ON USEFULNESS/USABILITY OF COMPETENCES ACQUIRED

Q.1 What training course/programme did you attend?

Q.2 When did your training course/programme start and finish?

Q.3 How much do you agree with the following statements concerning the impact of the training programme/course you attended on your current working situation? Please indicate for each item a value between 1 and 5 (where 1 is “not expected”, 5 is “totally expected” and N.K is “not known”) with reference to:

	1	2	3	4	5	N.K.
I can use most of the competences I acquired during the training in my job						
The competences I acquired during the training are not relevant for my daily work						
I can use most of the skills I acquired during the training in my job						
The competences I acquired are not appreciated in my working environment						
The skills I acquired could be usefully employed in my job, but I lack the proper equipment for using them						
The skills I acquired during the training are not relevant for my daily work						
I feel more confident in my daily work after attending the course						
My colleagues are curious about the things I learnt and ask me to share						

My relationship with my colleagues has improved since I have attended the course						
My relationship with my colleagues deteriorated since I attended the course						
I am happy to share the knowledge acquired during the course with my colleagues						
My knowledge on many topics related to my job domain expanded since I attended the training						
My knowledge increased on many topics, but none of it is applicable in my daily work						
My boss appreciates when I suggest improvements to the working procedures, as a result of what I have learnt						
What I have learnt is of no relevance for me nor for my job						
I have learnt important things for me during the training, but I do not find it relevant to use them in the working environment						
Other (please specify)						

14 MONITORING REPORT TEMPLATE

The *Monitoring report* should be structured as follows:

1. Introduction
 - 1.1 Objectives
 - 1.2 Period of monitoring
 - 1.3 Responsibilities
2. Tools implemented for the monitoring
 - 2.1 Tool 1
 - 2.1.1 Period
 - 2.1.2 Person in charge
 - 2.1.3 Main results
 - 2.2 Tool 2
 - 2.2.1 Period
 - 2.2.2 Person in charge
 - 2.2.3 Main results
 - 2.X Tool X
 - 2.X.1 Period
 - 2.X.2 Person in charge
 - 2.X.3 Main results
3. Assessment and evaluation of results
 - 3.1 *In itinere* financial evaluation
 - 3.2 Attendance of participants
 - 3.3 *In itinere* evaluation of results
4. Recommendations

15 FINAL EVALUATION REPORT TEMPLATE

The *Final evaluation report* should be structured as follows:

1. Introduction
 - 1.1 Objectives
 - 1.2 Period of evaluation
 - 1.3 Responsibilities
2. Synthesis of previous monitoring results
3. Tools implemented for the evaluation
 - 3.1 Tool 1
 - 3.1.1 Person in charge
 - 3.1.2 Period
 - 3.1.3 Main results
 - 3.2 Tool 2
 - 3.2.1 Person in charge
 - 3.2.2 Period
 - 3.2.3 Main results
 - 3.3 Tool x
 - 3.X.1 Person in charge
 - 3.X.2 Period
 - 3.X.3 Main results
4. Assessment and evaluation of results
5. Recommendations