



European Union



Bulgaria – Serbia
IPA Cross-border Programme
CCI No 2007CB16IPO006

BUILDING AN **E**FFECTIVE **S**YSTEM OF **T**RAINING

PROJECT CONTRACT: №. РД-02-29-355/01.11.2013

PROJECT: №. 2007CB16IPO006-2011-2-18

ИЗГРАДЊА ЕФЕКТИВНОГ СИСТЕМА ОБУКЕ

ИЗГРАЖДАНЕ НА ЕФЕКТИВНА СИСТЕМА ЗА ОБУЧЕНИЕ

STUDY TRAINING NEEDS ASSESSMENT ANALYSIS

TRGOVIŠTE /TRAN
MAY/JUNE 2014

"This publication has been produced with the assistance of the European Union through the Cross-Border Programme CCI No 2007CB16IPO006. The contents of this publication are the sole responsibility of project partners (Municipality of Trgovište and Municipality of Tran) and can in no way be taken to reflect the views of the European Union or the Managing Authority of the Programme".



"The project is co-funded by EU through the Bulgaria – Serbia IPA Cross-border Programme".

PUBLISHER



PROJECT CONTRACT: №. PД-02-29-355/01.11.2013

PROJECT: №. 2007CB16IPO006-2011-2-18

MUNICIPALITY OF TRGOVIŠTE

Address : Kralja Petra I Karađorđevića
№.4. 17525 Trgovište. Republic of
Serbia

Tel +38117452207

Fax +38117452709

E-mail:

kabinetpredsednika@trgoviste.rs

MUNICIPALITY OF TRAN

Address : 1 Vlado Trichkov Sq. 2460
Tran. Republic of Bulgaria

Tel.: +35977319616

Fax.: +359884898902

E-mail :obshtina_tran@mail.bg

Web site: <http://www.tran.bg/>

STUDY

TRAINING NEEDS ASSESSMENT ANALYSIS

EDITORIAL TEAM

1. Milorad Nikolić, Project manager
2. Marija Jordanović, Project coordinator Serbia
3. Marija Spasić, Financial Manager
4. Ekaterina Cvetanova, Project coordinator Bulgaria
5. Evgeniya Takova, Training coordinator
6. Zaharina Zaharieva, Accountant
7. Consultant: Pergament Zrenjanin

TRGOVIŠTE MUNICIPALITY

Kralja Petra I Karađorđevića №.4. 17525 Trgovište Republic of Serbia

Tel.:+38117452207

Fax.:+38117452709

E-mail:kabinetpredsednika@trgoviste.rs

TRAN MUNICIPALITY

1 Vlado Trichkov Sq. 2460 Tran Republic of Bulgaria

Tel.:+35977319616

Fax.:+359884898902

E-mail :obshtina_tran@mail.bg



	Content	
	Abbreviations	4.
	EXECUTIVE SUMMARY	5.
1.	INTRODUCTION	6.
1.1.	Background information	6.
1.1.1.	Bulgaria – Serbia IPA Cross Border Programme	6.
1.1.2.	Project Building an Effective System of Training	10.
1.2.	Training Needs Assessment Objectives	12.
2.	METHODOLOGY	13.
2.1	Needs Assessment Analysis	13.
2.2.	Target Groups	16.
3.	SOCIO-ECONOMIC PROFILES	17.
3.1.	Pernik District	17.
3.2.	Pčinja District	19.
4.	TRAINING NEEDS ASSESSMENT ANALYSIS	22.
4.1.	Institutional Assessment	22.
4.2.	Assessment of Training participants	27.
4.2.1	Characteristics of Respondents	27.
4.2.2.	Training Attitudes and Training Priorities	31.
4.3.	Recommendations	37.
	ANNEXES	39.
	Annex 1: Questionnaires	40.

ABBREVIATIONS

AP	Action Plan
BG	Bulgaria
CARDS	EU Community Assistance (Programme) for Reconstruction, Development and Stabilisation
CBC	Cross-border Cooperation
CfP	Call for Proposals
CSO	Civil Society organisation
EAR	European Agency for Reconstruction
EC	European Commission
ERDF	European Regional Development Fund
EU	European Union
GfA	Guidelines for Applicants
IPA	Instrument for Pre-Accession Assistance
IPA CBC BG R	Bulgaria-Serbia IPA Cross-Border Programme
ISPA	Instrument for Structural Policies for Pre-Accession
JTS	Joint Technical Secretariat
JSPF	Joint Small Projects Fund
K/S/A	Knowledge, Skills and Attitudes
LG / LSG	Local Government / Local Self-Government
LCB	Local Capacity Building
MA	Managing Authority
MIP	Multi-Annual Indicative Programme
MIPD	Multi-Annual Indicative Planning Document
NA	National Authority
NAA	Needs Assessment Analysis
NGO	Non-Governmental Organisation
NP	Neighbourhood Programme
PCM	Project Cycle Management
PHARE	Pologne, Hongrie Assistance a la Reconstruction Economique
PP	Project Partner
PRAG	Practical Guide for contract procedures financed from the General Budget of the European Union in the context of external actions
RDA	Regional Development Agency
SEIO	Serbian European Integration Office
SME	Small and Medium Enterprise
SR	Serbia
SF	Structural Funds
SWOT	Strengths, Weaknesses, Opportunities, Threats
TP	Thematic Priority Bulgaria – Serbia IPA Cross Border Programme 2014-2020
ToR	Terms of Reference
TNA	Training needs assessment
UNDP	United Nation Development Programme
WP	Work Plan

EXECUTIVE SUMMARY

Training Needs Assessment (TNA) Study summarizes the findings of a comprehensive training needs assessment for further development of capacities at regional level in Pernik and Pcinja Districts. TNA is conducted in 14 municipalities in Pernik and Pcinja Districts with the participation 30 respondents who participated in various stages of the research. TNA Study is a document created for project BEST and it is used for successful planning and training for project cycle management (PCM) and IPA CBC BG SR. TNA determines existing capacities and needs of the target groups. TNA is intended for the decision-makers in the institutions and organizations involved in the project and a larger group of beneficiaries interested in successful planning and execution of the training module regarding project cycle management. Execution of Training Needs Assessment Analysis and training development based on gathered information is the initial activity regarding qualification of employees of municipal administration in cross-border municipalities of Pcinja and Pernik districts in effective preparation and implementation of joint projects within IPA CBC BG SR. The purpose of a TNA is to provide identification of existing knowledge and skills of target groups, analysis of gaps in knowledge and skills, conclusions on key needs in relation to the thematic areas in order to provide a basis for designing training program. Specifically for project BEST, purpose of the TNA is to collect information on the current state of knowledge and skills of the employees in the municipal administration in the cross-border districts of Pcinja and Pernik in the thematic areas: IPA Project development and appraisal; Contracting Procedures; Tendering (PRAG and Secondary Procurement); EU Requirements for Financial Management and project Monitoring and evaluation. The process of training needs assessment had the following objectives:

1. To identify the current Knowledge, Skills, and Abilities gaps of target groups and provide detailed information on the training needs for further development of capacities at regional level for each beneficiary groups
2. To outline recommendations for addressing training needs within priority areas;
3. To provide curricula content guidance and map out the scope of a future training system.

The needs assessment is the first step in the establishment of a training and development Program. It is used as the foundation for determining instructional objectives, the selection and design of instructional programs, the implementation of the programs and the evaluation of the training provided. These processes form a continuous cycle which always begins with a needs assessment. An assessment process that serves as a diagnostic tool for determining what training needs to take place. This survey gathers data to determine what training needs to be developed to help individuals and the organization accomplish their goals and objectives. This is an assessment that looks at employee and organizational knowledge, skills, and abilities, to identify any gaps or areas of need. Effective TNA involves systematic planning, analysis and coordination across the organization, to ensure that organizational priorities are taken into account, that duplication of effort is avoided and economies of scale are achieved. On the basis of the needs assessment, an outline training proposal is developed. This proposal will form the basis of Terms of Reference to be drafted for a forthcoming Request for Proposals from training providers.

1. INTRODUCTION

1.1. Background information

1.1.1. Bulgaria – Serbia IPA Cross Border Programme

The Instrument for Pre-Accession Assistance (IPA) is the Community's financial instrument for the pre-accession process for the period 2007-2013. Assistance is provided on the basis of the European Partnerships of the potential candidate countries and the Accession Partnerships of the candidate countries, which means the Western Balkan countries and Turkey. The IPA is intended as a flexible instrument and therefore provides assistance which depends on the progress made by the beneficiary countries and their needs as shown in the Commission's evaluations and annual strategy papers. The IPA was designed so as to address the needs of the beneficiary countries within the context of pre-accession in the most appropriate way. Its main aim is to support institution-building and the rule of law, human rights, including the fundamental freedoms, minority rights, gender equality and non-discrimination, both administrative and economic reforms, economic and social development, reconciliation and reconstruction, and regional and cross-border cooperation. To ensure targeted, effective and coherent action, the IPA is made up of five components: Transition Assistance and Institution Building; Cross border Cooperation Regional Development; Human Resources Development and Rural Development. Cross-border cooperation is crucial for stability, cooperation and economic development in border regions. The aim of EU assistance is to develop local capacity in relation to cross-border cooperation in the beneficiaries' border regions while also targeting specific local development projects. Development of cross-border cooperation is dependent on capacity building activities of the relevant local and central authorities. Therefore, institution building activities under IPA Components I and II aim at bringing additionality, complementarity, and catalytic effects between Components and ensuring that cross-border skills built up at the national level are further developed. IPA CBC rules emulate the rules and the procedures of Structural Funds, their implementation provides an important learning opportunity for national and local authorities and prepares them for a better absorption of the funds that will become available upon accession. Building the capacity of local, regional and national institutions to manage EU Structural Funds under the European Territorial Cooperation objective constitutes a demanding task today that will nevertheless bring substantial benefits in the near future. Cross-Border Cooperation is a traditional EU instrument aimed at reinforcing cooperation between institutions in border regions of the neighbouring countries. Republic of Serbia was introduced to this type of cooperation in 2004 through so-called Neighbourhood Programmes, financed from the CARDS 2000 - 2006 funds. Cross-border cooperation within IPA has the objective of promoting good neighbourly relations, fostering stability, security and prosperity in the mutual interest of all countries concerned, and of encouraging their harmonious, balanced and sustainable development. Learning from past experience, IPA CBC will operate on both sides of the border on the basis of one set of rules and objectives, thus providing the opportunity for fully equal and balanced programming and decision making process between Member States and candidate countries. The objectives of the IPA CBC component are designed to take into consideration the specific needs of the respective external border. These are:

- Development of cross-border economic, social and environmental activities in border areas;
- Address common challenges in the field of environment, public health, prevention and fight against organized crime;
- Ensure efficient and secure borders;
- Promote legal and administrative cooperation;
- Promote local “people to people” type of actions.

The Bulgaria-Serbia IPA Cross-border programme (2007-2013) was approved by the European Commission on 25 March 2008 (Decision no. 1058) and amended by European Commission decision C(2010) 4142 of 21 June 2010. The programming document drafted jointly by the two countries through a large partnership with national, regional and local stakeholders. The programme continues the evolution of the EU cross-border initiatives, reflected in Neighborhood Programme from 2004 to 2006. This programme is financed by the European Union through the IPA Fund and co-financed by Bulgaria and Serbia through contributions from state budgets and project beneficiaries.

The Bulgarian co-financing is provided from the state budget. The Serbian co-financing is provided through the state budget only for the Technical assistance component, while at the project level it is ensured by the beneficiaries. Community funding for the programme over the period 2007-2013 is worth around €36.9 million, supplemented in turn by about €5.5 million of national funding from the two participating countries. The programme total value therefore is approximately €31.3 million. The cross-border area of Bulgaria and Serbia covers a territory of 39 434 sq. km. (20 525 sq. km Bulgarian part and 18 909 sq. km Serbian part). Main characteristics of the border region include: low density population, unfavourable demographic trends, negative natural increment of population, significant emigration from these municipalities, especially from rural areas and population aging, poor living conditions and low living standard and unemployment. Bulgaria – Serbia IPA Cross Border Programme (IPA CBC BG SR) is a great opportunity for the communities living in the cross-border area of Serbia – Bulgaria to contribute to the promotion of the regional cooperation and sustainable development through preparation and realization of the joint projects. Challenge is to increase cross border networks, interactions and connections both at the social and economic spheres. These represent decisive factors to make the area more attractive for investments, to stimulate internal demand and to enhance general development in the border area. The programme aims at strengthening the territorial cohesion of the Bulgarian–Serbian cross border region, its competitiveness and its sustainable development through cooperation in the economic, social and environmental sectors within the programming area. This overall aim has been broken down into three specific objectives by the participating countries. These are:

- Specific objective No. 1: To bolster the infrastructure enabling social and economic development and improvement of the environment on both sides of the border through improving access to transport, information and communication services, and through improving the cross-border systems for utilities and environmental protection.
- Specific objective No. 2: To increase economic synergy in the region and improve the capacity to jointly make use of common regional potential for improving regional well being, through developing policy and social networks, a sound framework for (cross-border) business support, cooperation in particular sectors such as culture, tourism, research and development, environmental protection and education, an active exchange of best practices, and joint regional planning and the preparation of the region’s economic sector for participation in the joint EU market.
- Specific objective No. 3: To promote the principles of sustainable development of the cross-border region in all matters pertaining to increased mutual understanding and respect, through developing successful models of cooperation, on the business, local stakeholder and policy levels in key priority areas.

The programme is implemented through two main priorities plus a ‘technical assistance’ priority. The Programme is subdivided into the following priorities:

- Priority 1: Development of small-scale infrastructure [approximately 55% of total funding]: This first priority aims to develop partnerships for the improvement of cross-border infrastructures, particularly in relation to spatial integration, the environment, accessibility, the business environment for new business activities, and the extent to which the region appeals to inhabitants and investors. Modernisation of strategic infrastructures, communication and interlinked services in the border area allows optimal use of the region’s resources, fosters growth in key sectors such as business and trade, transport and logistics and services and tourism, and promotes a more flexible labour and education market. Under this first priority, physical, environmental and information infrastructures, and help with project preparation are envisaged for actions.
- Priority 2: Enhancing capacity for joint planning, problem solving and development [approximately 35% of total funding]: This second priority aims to improve the programme area’s capacity to deal with issues such as identifying problems and solutions, establishing partnerships, strengthening institutional and business structures in response to market requirements, and establishing models for co-operation based on best practices and common needs. It focuses on improving both the quality and quantity of businesses and also on improving the ability of regional stakeholders to address common issues. Under this priority, the following measures are envisaged: institutional, business and educational links and networks, sustainable development through the efficient use of regional resources and people-to-people actions.

- Priority 3: Technical assistance [approximately 10% of total funding]. Technical assistance aims to provide effective and efficient administration and implementation of the programme. Under this third priority the following measures are envisaged: administration and evaluation of the programme, and publicity and communication measures.

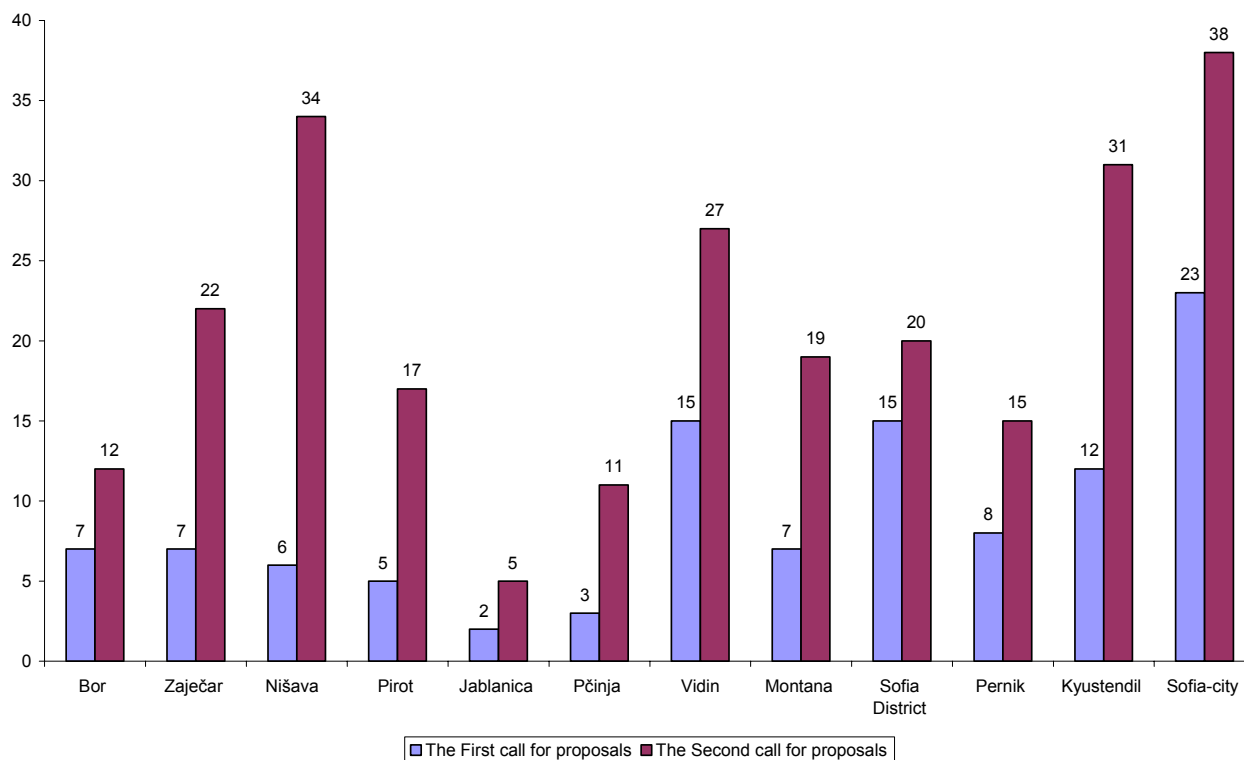
A key element in the realization of programme operations is call for proposals. Calls for proposals are launched by the MA with technical support by JTS. Applications for funding shall include at least two beneficiaries (one from each partnering country) with residences in the programme area. These beneficiaries shall cooperate in at least one of the following ways for each operation: joint development, joint implementation, joint staffing and joint financing. Under Call for Proposal the Applicant is considered a group of Lead Partner and Project partners. The Lead partner is responsible for the development and submission of the project proposal and for:

- laying down the arrangements for all relations with the partners participating in the operation in an agreement comprising, inter alia, provisions guaranteeing the sound financial management of the funds allocated to the operation, including the arrangements for recovering amounts unduly paid;
- signing the subsidy contract for implementation of the operation with MA and further addenda to the contract ;
- ensuring the implementation of the entire operation;
- transferring the relevant budget amount to the partners participating in the operation according to the partnership agreement and certified costs;
- ensuring that the expenditure presented by the partners participating in the operation has been paid for the purpose of implementing the operation and corresponds to the activities agreed between the partners participating in the operation;
- verifying that the expenditure presented by the partners participating in the operation has been validated by the controllers referred to in Article 108 of Commission Regulation (EC) No.718/2007 of 12 June 2007;
- collecting the information from the project partners, cross-checks the verified activities with the progress of the project and submits the reports to the JTS;
- Informing MA about project modifications.

Within the period till December 2012 were realized two calls for proposals under the program which attracted over 370 applications. The First Call for proposals was launched on August 31, 2009 and the deadline for the receipt of applications was scheduled for November 30, 2009. In total 116 project proposals were submitted under this call (six of them were submitted after the set deadline and were not assessed). Out of the 110 proposals that were evaluated, 80 were presented by Bulgarian Lead partners and 30 – by Serbian Lead partners. The number of subsidy contracts signed in the first call till the end of 2012 is 53, involving 132 project partners both from Bulgarian and Serbian side. Within the Second call for proposals (with deadline in February 2012) the number of submitted proposals in compliance with the determined deadline is 257. Out of the total 257 applications submitted within the deadline, 101 applications were with Serbian organizations as lead partners while 150 applications were with Bulgarian organizations as Lead partners. For 6 of the applications submitted there was not available documents which to determine the Lead partner since the application form was missing from the submitted documents. Summarized data from the technical evaluation phase show that there are 159 proposals within the Second call that have an average score above 65 points – 42 proposals in Priority axis 1 and 117 proposals in Priority axis 2. Based on the large number of the proposals submitted as well as significant number of projects of good quality, within the meeting on 14th of September 2012 of the Joint Monitoring Committee of the programme it was decided to allocate all of the remaining programme financial resources (allocation for years 2010, 2011, 2012 and 2013) for funding of projects under the Second call for proposals. A total of 70 project proposals were approved for funding . The comparison between the First call and the Second call for submission of project proposals within the programme is presented in the Figure № 1 below.

The subsidized under the programme projects cover variety of thematic issues including small-scale infrastructure, knowledge sharing and education, innovation, science, cultural exchange, sustainable development through enhanced ecology, tourism, etc. Projects under the programme are often relatively small but create valuable cross-border partnership, influence territorial cohesion, contribute for sharing the European values and facilitating integration. Within its implementation the programme respects requirements regarding equal opportunities and protection of the environment.

Figure № 1.: Number of project proposal submitted by geographical location of the Lead partner



Source: Annual implementation report 2012 for the Bulgaria – Serbia IPA Cross-border Programme CCI No. 2007CB16IPO006

The implementation of the current programme so far, shows that the interest towards CBC projects has been substantially increased. A large range of projects related to small-scale infrastructure, exchange of knowledge and education, innovation, science, cultural exchange, sustainable development, through the development of tourism, ecology and others have been implemented. Up to March 2014, 74 of the approved projects have been successfully completed, and other 65 projects are still in a process of implementation. Till February 2014, almost half of the Programme’s budget had been spent effectively – i.e. EUR 15.3 million had been paid, out of which – EUR 9.8 million certified by the EC. It is expected that by April, 2015, the rest of the contracted projects will be completed, thus almost the whole budget of the current programme will be absorbed¹.

¹ Source: Preparation of Bulgaria –Serbia IPA Cross-border Programme 2014 – 2020. Thematic Concentration Discussion Paper. March 2014

1.1.2. Project Building an Effective System of Training

Municipality of Trgovište Serbia under IPA CBC BG SR implemented project №. 2007CB16IPO006-2011-2-18 " Building an Effective System of Training " (Project acronym: "BEST").The project's overall objective is: To contribute to the cross-border social and economic cohesion through further building and promotion of the partnerships based on preparation and implementation of the joint projects among the local institutions in the cross-border region. The specific project objective is: Capacity building of the employees in the municipal administration in the cross-border districts of Pcinja and Pernik, through establishing partnerships and training for effective preparation and implementation of the joint projects within the framework of the IPA CBC BG-SR. The basic concept of the project "BEST" is for the beneficiaries to gain necessary knowledge and skills in IPA implementation procedures and Project Cycle Management through work and learning and to raise the level of the public awareness of the significance of the IPA CBC BG SR, the process of preparation and implementation of project and establishing of the cross-border partnerships in the Districts Pcinja and Pernik. Thus, in addition to the capacity building of the participants in the trainings, the capacity building of the institutions from which the participants come is achieved, as well. Training Needs Assessment of the current situation in both districts is set the backbone for the training to be carried out, which will generally be oriented towards: IPA programming. IPA Implementation structure. IPA Project development & appraisal. PRAG and Secondary Procurement / EC Tendering & Contracting Procedures and EU Requirements for Financial Management and Monitoring and evaluation.

PROJECT SUMMARY	
Project title	Building an Effective System of Training (BEST)
Lead Partner(name/country)	TRGOVIŠTE MUNICIPALITY, SERBIA
Other partner/s	TRAN MUNICIPALITY, BULGARIA
Priority axis	Axis 2: Enhancing capacity for joint planning, problem solving and development
Area of intervention	2.1. Links and networking on institutional, business and educational levels
Duration (in months)	12
Total budget	77,245.26 EUR
Project Objectives	<p>Overall objectives: To contribute to the cross-border social and economic cohesion through further building and promotion of the partnerships based on preparation and implementation of the joint projects among the local institutions in the cross-border region.</p> <p>Specific objective: Capacity building of the employees in the municipal administration in the cross-border districts of Pcinja and Pernik, through establishing partnerships and training for effective preparation and implementation of the joint projects within the framework of the Instruments for Pre-accession Assistance, Cross-border Cooperation, Programme between Republic of Bulgaria and Republic of Serbia (IPA CBC BG-SR).</p>

<p>Project Activities</p>	<ol style="list-style-type: none"> 1. Management and coordination activities 2. Activities of the Joint Steering Committee 3. Training needs assessment 4. Awareness campaigns 5. Organization logistics for 5 training seminars 6. Building an Effective System of Training 7. Hands-on support for preparation and implementation of IPA CBC BG SR 8. Development of Guidelines for Project development and implementation under IPA 9. Actions of visibility
<p>Project Results</p>	<ol style="list-style-type: none"> 1. Joint structure for implementation and monitoring of project created [Joint Steering Committee established; Number of JSC members 6 (3 Trgovište +3 Tran); Number of JSC meetings 3]. 2. The level of public awareness of significance of the IPA CBC BG SR the process of the preparation and implementation of joint projects and establishing of the cross-border partnerships will be raised in the Districts Pcinja and Pernik. [Awareness campaigns carried out: Partnerships established between 10 municipalities from Pcinja and Pernik Districts № 10. Opening and Closing conference. Number of e-Newsletter published and distributed with updated information about IPA -6. Published and distributed 200 leaflets, 2 Banners , 500 visibility packets and 200 Guidelines for Project development and implementation under IPA] 3. Built an Effective System of Training: [Training Needs Assessment Analysis carried out 5 seminars/trainings organized. № of participants on both sides of the border (5 x 20). Training modules for preparation and 3 Training modules for implementation IPA CBC BG SR will have been carried out. Number of IPA CBC SR BG Project Proposals will have been prepared and ready for submission in response to the call for proposals for IPA CBC BG SR -5].
<p>Target Groups</p>	<ol style="list-style-type: none"> 1. Municipalities from Pčinja District: / Bosilegrad, Bujanovac, Vladičin Han, Vranje, Preševo, Surdulica, Trgovište/. № 7 2. Municipalities from Pernik District /Breznik, Zemen, Kovachevtsi, Pernik, Radomir and Tran. № 6 3. Organisation participating in awareness campaigns: Public enterprises, educational and cultural institutions, health and social welfare institutions, tourist organizations and NGOs in the cross-border of Pcinja and Pernik. № 10

1.2. Training Needs Assessment Objectives

Training Needs Assessment Analysis, is a basic function of training and the first building block upon which the planning of training initiatives is facilitated. It is recognized as an essential element in the process of training as well as a powerful Capacity Development tool. Conceptually and in practice, Training Needs Assessment Analysis goes beyond the needed diagnosis of specific Knowledge, Skills and Attitudes (K/S/A) required to design and implement any training activity. The purpose of a Training Needs Assessment Analysis is to identify performance requirements or needs within an organization in order to help direct resources to the areas of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services. The needs assessment is the first step in the establishment of a training and development Program. It is used as the foundation for determining instructional objectives, the selection and design of instructional programs, the implementation of the programs and the evaluation of the training provided. These processes form a continuous cycle which always begins with a needs assessment. An assessment process that serves as a diagnostic tool for determining what training needs to take place. This survey gathers data to determine what training needs to be developed to help individuals and the organization accomplish their goals and objectives. This is an assessment that looks at employee and organizational knowledge, skills, and abilities, to identify any gaps or areas of need. Effective TNA involves systematic planning, analysis and coordination across the organisation, to ensure that organisational priorities are taken into account, that duplication of effort is avoided and economies of scale are achieved. The purpose of a TNA is to provide identification of existing knowledge and skills of target groups, analysis of gaps in knowledge and skills, conclusions on key needs in relation to the thematic areas in order to provide a basis for designing training program. Specifically for project BEST, purpose of the TNA is to collect information on the current state of knowledge and skills of the employees in the municipal administration in the cross-border districts of Pcinja and Pernik in the thematic areas: IPA Project development and appraisal; Contracting Procedures; Tendering (PRAG and Secondary Procurement); EU Requirements for Financial Management and project Monitoring and evaluation. TNA Study summarizes the findings of a comprehensive training needs assessment for further development of capacities at regional level in Pcinja and Pernik Districts. The process of training needs assessment had the following objectives:

4. To identify the current Knowledge, Skills, and Abilities gaps of target groups and provide detailed information on the training needs for further development of capacities at regional level for each beneficiary groups
5. To outline recommendations for addressing training needs within priority areas;
6. To provide curricula content guidance and map out the scope of a future training system.

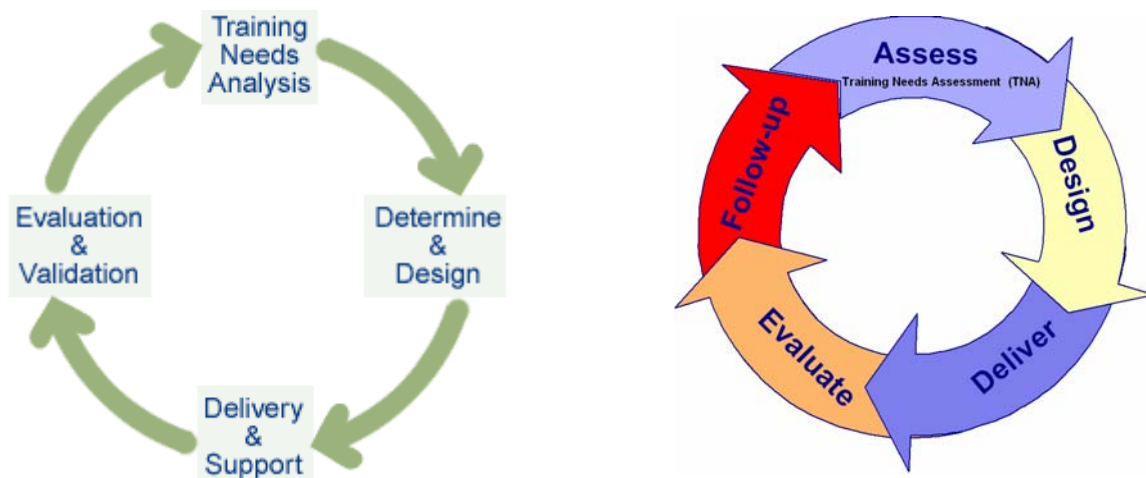
Training Needs Assessment Analysis Report is a document created for project BEST and it is used for successful planning and training for project cycle management (PCM) and IPA CBC BG SR. TNA determines existing capacities and needs of the target groups. TNA is intended for the decision-makers in the institutions and organizations involved in the project and a larger group of beneficiaries interested in successful planning and execution of the training module regarding project cycle management. Execution of Training Needs Assessment Analysis and training development based on gathered information is the initial activity regarding qualification of employees of municipal administration in cross-border municipalities of Pcinja and Pernik districts in effective preparation and implementation of joint projects within IPA CBC BG SR. The Training Needs Assessment Analysis has been prepared with this objective mind and it is hoped the areas of focus identified in Chapters 4 would serve a beacon while developing future interventions for enhancing the capacity of the target groups and prepare them to function as real agents of change.

2. METHODOLOGY

2.1 Needs Assessment Analysis

Training Needs Assessment approach: The capacity building cycle can make use of a wide range of tools and instruments from social research (like document analysis, site visits, interviews, surveys, discussion/focus group discussion) to form a process-driven methodology. As capacity and capacity building are contextual, i.e. are bound to the specific conditions of each region/each institution, the approach for conducting a systematic capacity building needs assessment should take these specific conditions into account, and select tools and instruments for the needs assessment process which are adjusted to the existing conditions. Essentially, each assessment process will look differently from another, in the same way as the resulting capacity building programmes will look differently, and might use a different mixture of diagnostic tools and instruments. The scope of the assessment and the resources available will strongly influence the selection of tools and instruments to be used during the assessment. Experience elsewhere has shown that the process of assessing or measuring capacity is as important as the implementation of targeted capacity building initiatives, especially if the assessment process involves participatory group discussions, workshops and joint assessment exercises. The selection of tools and instruments must therefore be geared towards creating such discussion and learning opportunities for the members of an organization. The organization of the training consists of the following elements: training needs assessment (TNA); design (training programme creation); training delivery (trainings / workshops); evaluation and monitoring.

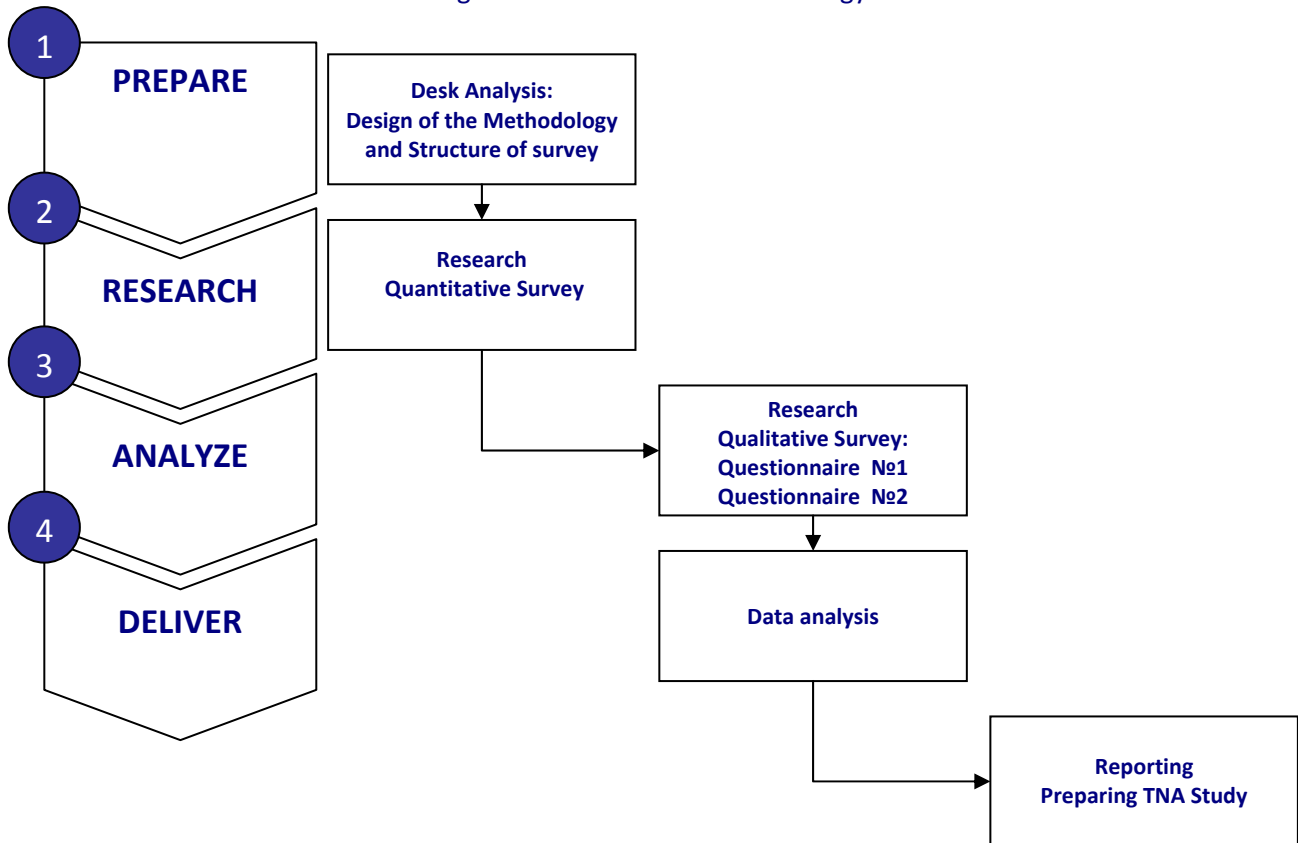
Figure № 2.:The Training Cycle



A needs assessment is the process of identifying the "gap" between performance required and current performance. When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. The aim of this assessment methodology is to define methods, principles, practices, procedures and rules used for assessment of project management training with focus on: adult education and training and e-learning. The methodology reflects current trends and innovations in the areas of assessment project management training related to the life long learning and continual professional development. The assessment in this methodology is also discussed from the perspective of summative, formative and diagnostic assessment. Formative and summative types of assessment are natural part of an educational process. As this methodology should also provide bases for training needs analyses tool the diagnostic assessment is included in here.

Needs Assessment Analysis: The research of TNA in Pcinja and Pernik districts was conducted by combining quantitative and qualitative methods. Both methods were conducted simultaneously during February - June 2014. One of the quantitative methods used was a method of document content analysis by the technique of direct qualitative (statistical) document content analysis and the other was the method of structural analysis by the technique of classic qualitative document content analysis. Within the qualitative methods, the forms, which were used interviews by Self Assessment Questionnaires (see Annex 1 and 2). The research was carried out by using a 4-stage methodology, as depicted in the following figure № 3. More detailed explanation of the methodology is presented in the following section.

Figure № 3.: Research Methodology



Stage 1 Preparation: Desk Analysis-Review of similar research in border area. The purpose of a literature review is to establish a theoretical framework, identify studies, models and case studies for research. Literature review is present on last chapter of this study. The TNA groundwork laid at this stage included the selection and development of assessment tools. The preparatory work started with the Design of the Methodology and Structure.

Stage 2 Research:

Quantitative Survey: Collecting quantitative data was done through the Internet and other sources. For the analysis of collected data, the method of document content analysis by the technique of direct qualitative (statistic) document content analysis and the method of structural analysis by the technique of classic qualitative document content analysis were applied. The analysis of available literature, research work, strategic and legal documents related to districts profile and IPA CBC BG SR, was conducted.

Qualitative Survey: In this phase of the process is conducted research in 14 municipalities at Pcinja and Pernik Districts with the participation 30 respondents. The qualitative survey was conducted with the use of a Self assessment questionnaires. For this purpose is create two types of questionnaires in order to provide quantitative review of capacities through survey, levels of knowledge and needs for participating in the future cross-border cooperation projects.

Questionnaire 1. provide information on municipality profile (operative capacities and municipality experience) as well as identify potential joint projects within IPA CBC BG SR. This questionnaire is intended for decision makers in municipalities. Questionnaire 1 consists of two parts: The first part determines operative capacities and experience from PCM/IPA CBC BG SR institutions involved in the project. The question systematization executed in compliance with the EU standard requirement at filling in the project proposal regarding the capacities of submitter of project proposal. The second type of questionnaire identifies the interests and potential projects within IPA CBC BG SR based on the potential projects list.

Questionnaire 2: The questionnaire is designed for trainees. The questionnaire provide information on training participants profile and their training needs. It is intended for employees in the municipality administration in the cross-border districts of Pcinja and Pernik. Category of used Questionnaires is Self-Assessment. The Questionnaire structure comprised of 25 items, with single/multiple-choice closed-ended questions. The questionnaire includes total of 25 questions out of which 5 open and 20 closed types. The Questionnaire was divided in two main sections, each of them focused on specific learning areas:

- Part 1: General Information (Identification data of organization) and Personal Skills analysis: This part gathered the subjective evaluation of respondents regarding his/her personal skills.
- Part 2: Training Preferences/Training Priorities: This Part had the objective to prioritize the respondents' gaps in skills, manifesting a collection of skills that needed to be improved and define training priorities.

TNA Questionnaires, when taken together, form a mix of Training Needs Assessment tools that gives complementary and comprehensive information about owner/managers' learning needs, balancing objective and subjective answers, with the ultimate aim of better understanding and interpreting their real needs. Questionnaires was created so that the survey would give a quantitative review of capacities, levels of knowledge and needs for participating in the future training activities. Distribution of survey questionnaires was done through e-mail and/or direct distribution to target groups. Of the 30 questionnaires collected. Survey was conducted from 10/03 to 10/06/2014. The delays in determining trainees by the project beneficiaries (municipalities of Pcinja districts) was caused by their engagement in parliamentary elections in Serbia, which caused delay in the implementation of the project activities. Also electoral process that caused situation in which trainees do not declare themselves to participate in the training because they are not sure that they will keep the existing positions in the municipal administration in municipalities of Pčinja district. For this reason process of collecting Questionnaires is to long

Stage Analysis: At this point, a comprehensive "gap analysis" was carried out, comparing the findings of the assessment (current knowledge levels) against the baseline competency profiles (desired knowledge levels). This enabled accurate mapping of the current Knowledge, Skills, and Abilities deficiencies of the target groups and the identification of their training needs. In order to be efficient and effective in the process of collecting, processing and analysing the data, an ad-hoc TNA Research E-tool was created. This Software Application, based on Microsoft Office Excel, allowed the TNA implementation team to collect, gather, process, analyse the data and further develop findings and conclusions for this TNA Report. This E-tool has been designed and built to be used in future successive TNA surveys.

Assessment Limitations: The assessment was implemented by the project team, consultants in close cooperation with the 14 Local Self-Governments in region. The project team encountered certain limitations during the TNA process. Whenever possible, targeted measures were taken to minimize and alleviate their impact on the validity of the research and its results.

- Random sampling was used in selecting target groups to participate in the TNA. This type of selection of respondents can be expected to produce samples that are reasonably representative of the target population. Some individuals either refuse or fail to complete the questionnaires properly, however, which can bias the sample in ways that are not readily evident.

The information collected in the survey was largely the result of self-assessment, which, depending on the subject areas being queried, can introduce inaccuracy, due to less than candid evaluation, lack of information, or discomfort with self-disclosure (in some instances leading to knowledge inflation caused by fears of management reprisals).

Stage 4 Reporting: At this stage the quantitative and qualitative research findings are consolidated in Study Training Needs Assessment Analysis

2.2. Target Groups

The target groups to research is local authorities, decision makers and employees in the municipality administration in the cross-border districts Jablanica and Pcinja. This survey was basically designed so as to be able to understand the target groups own perceptions of their training needs. To do this, the respondents were asked to complete a questionnaire (templates can be seen in the Annexes). The questionnaires asked respondents to firstly evaluate the importance to their particular jobs of a range of knowledge/skill areas, and then to evaluate their own levels of competence in respect of those same knowledge/skill areas. The difference between their two evaluations thus helps to identify their own perceived priority training needs. TNA researches were done using representative districts sample. This sample included various potential beneficiaries groups in Pčinja and Pernik districts. The planned sample included 14 municipalities from the bout districts. Realization of planned sample is 71.43% i.e. 10 municipalities in the region responded to the survey. Started expectations of target group:

- Improving understanding of IPA CBC BG SR and how to get more information about grant opportunities
- Strengthening skills for project development
- Strengthening skills for project management, including around monitoring and evaluation
- Improving knowledge and skills in identifying partners and managing partnerships

Target group specific surveys were converted to prepare responsibility charts, identify ability gaps, preferred areas of training to analyze the subjects and duration of training programmes for each category of beneficiaries. A summary of the findings from these questionnaires is presented in chapter 4. Also presented is a snapshot of the profiles of the targeted groups of respondents and their views of recent and potential training provision.

3. SOCIO-ECONOMIC PROFILES

3.1. Pernik District



2394.2 km² Area

132833 Population

46 % Employment rate

The Pernik District is situated in the Southwest Planning Region (NUTS II) and includes 6 municipalities: Pernik, Radomir, Breznik, Tran, Zemen and Kovachevtsi. It occupies an area of 2 390,5 sq. km, which is 2,2% of the territory of the country and 6,1% of the territory of the cross-border region. The proximity of the district center to Sofia City (about 30 km.) and the border with the Republic of Serbia (about 80 km.) are the key geographical factors regarding the strategic development of the district². The proximity of Pernik District to the capital city has a major influence on the level and nature of economic activity in the district. The density of both the road and the railway network in the district is higher than the national average. According to information from the Road Infrastructure Agency covering 2012, about half of the roads within the national road network are in good condition. The condition of the third-class road network remains poor and impedes transport connections between smaller towns and the district centre. Internet access remains limited; only 42.3% of households have it, at an average of 50.9% for the country. Pernik District is highly urbanized. In 2012, about 79% of the total of 131 thousand inhabitants of the district lived in urban areas. Pernik is the only district in the country in which the ratio between the population aged 65 years or older and the population under the age of 15 stopped increasing in 2007. Its levels, however, are still high: for each person under the age of 15 years there are nearly two persons over the age of 65. The deterioration of the ratio of people of working age to those in retirement is also continuing. Since 2001, natural population growth has been negative and nearly two times higher than the national average. The highest negative level was recorded in 2012: -11.7‰.

Table № 1.: Municipalities of Pernik districts - General data

№	DISTRICT / MUNICIPALITY	Area, km ²	Number of settlements	Number of Villages	Population size, 2011			Population density People per sq km
					Total	Urban residence	Rural residence	
I	PERNIK DISTRICT	2394.2	171	165	131987	103945	28042	55.13
1	Breznik	404	35	34	6812	4099	2713	16.86
2	Zemen	253.9	18	17	2717	1656	1061	10.70
3	Kovachevtsi	138.1	10	10	1596	-	1596	11.56
4	Pernik	484.2	24	22	96145	81446	14699	198.56
5	Radomir	540.5	32	31	20631	14317	6314	38.17
6	Tran	573.5	52	51	4086	2427	1659	7.12
Source : - 2011 Population Census - Main Results. National Statistical Institute. - Regions, Districts and Municipalities in the Republic of Bulgaria 2010.National Statistical Institute 2012								

The economic situation in the district is characterized by a high share of industrial production and a lack of tradition in agriculture. The majority of the production is concentrated in sectors with low-skilled labour and low value added.

² Source: Pernik district development Strategy 2014-2024

Consequently, GDP per capita in Pernik remains the lowest of all districts within the South West planning region. After 2008, investments in fixed tangible assets have shrunk more than four times, with the decrease being particularly strong in mining and manufacturing. Since 2009, there has been a significant increase in production especially in the textile sector and in electrical equipment. As of the end of 2012, the municipalities of Pernik District concluded 99 contracts for EU funding, worth a total of about BGN 86 million, of which the funds actually disbursed are a little over BGN 40 million. This places the district near the top of the list of beneficiaries of EU funds. The most active municipalities in the district are Pernik and Radomir. The vast majority of attracted foreign investments are also concentrated in these. Pernik is one of the districts in which the outflow of foreign investment since 2008 has been very slight, and in 2011 such investment registered an increase. The district ranked seventh in the country according to the volume of attracted foreign capital during the year. Despite the blow dealt on the local labour market at the beginning of the crisis, employment in the district stabilised in 2011 and 2012 at levels close to the national average. Meanwhile unemployment has continued to rise since 2008, but remains relatively low (9.9% in 2012). Since 2006, the average annual income per household member has remained above the average for the country, reaching BGN 5,021 in 2012³.

Table № 2.: Pernik district - Economic indicators

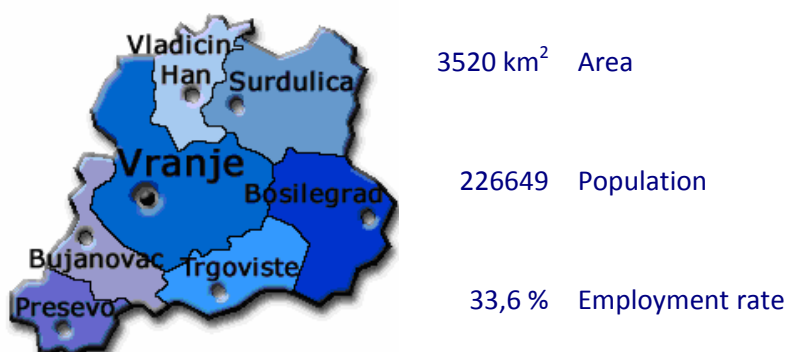
No	INDICATOR	VALUE
1	Annual average employment rate of the population aged 15+ (%) ,2012	46,8
2	Annual average unemployment rate of the population aged 15+ (%) ,2012	9,9
3	Employment rate of the population aged 15+, annual average (2011)	46
4	Enterprises, 2010 - number	4885
5	GDP per capita (BGN, current prices), 2010	5 633
6	Number of non-financial companies per 1,000 people (2010)	38
7	Railway network density, length of railways in km/100 sq. km of area (2010)	4.6
8	Relative share of households with Internet access, % (2011)	35
9	Relative share of people (aged 16 to 74) that have used Internet in the past 12 months, % (2011)	46.1
10	Road network density, length of the road network km/100 sq. km. of area (2010)	22.8
11	Share of roads in good condition (%), 2012	52,0
12	Unemployment rate of the population aged 15+, annual average (2011)	7.7
Source:	<ul style="list-style-type: none"> – General economic data" Basic characteristics of non-financial sector enterprises by statistical zone, statistical region and by district in 2011 – Regions, Districts and Municipalities in the Republic of Bulgaria 2010. National Statistical Institute 2012 – Regional Profiles: Indicators of Development. Institute for Market Economics Sofia 2012 	

The labor market is characterized with drastically intraregional disparities. The job density (relation between the number of jobs and the working-age population) is low: in the most developed municipality - Pernik, in 2011 there are 35.6 jobs for every 100 people in working age while in Tran the jobs are only 10.9. Particularly alarming is the decrease of the quotient in Pernik Municipality. With the exception of Radomir Municipality the job density levels are significantly lower than in Pernik and in other municipality they are also dangerously stable -there is no movement in the quotient in the Tran and Breznik municipalities while the changes in Zemen and Kovachevtsi municipalities occur due to the marked decrease in population in 2011. For the purpose of comparison, the same quotient in Bulgaria (based on working-age population) is 41.6% (a third higher than the best result in the district). The indicator level shows that the existing economic structure in the district and especially in some of the municipalities cannot sustain the current population level. While the unemployment trends are basically positive, the salaries in the district are sustainably lower than the average for the Country, both in terms of level and growth rate. This means the jobs in the district are low-level and associated with lower value added compared to the average in Bulgaria. An additional effect, leading to the so called "wage compression", is the lack of workforce mobility in the smaller municipalities. A significantly larger part of the population (as compared to the average in the Country) is living at the poverty threshold - over 60%, with a trend for gap extension.

³ Source: Regional Profiles: Indicators of Development. Institute for Market Economics Sofia 2012

The employment rate by sectors confirms the conclusions that the available jobs are mainly concentrated in sectors requiring low qualification. The education structure in 2011 shows that the district lags behind in education levels: even Pernik Municipality has 15% lower concentration of population with higher education than the average in Bulgaria - the average for the district is more than 25% lower than the average in the Country. The education structure in the district is in significantly worse condition than what is observed in the Country. The education system at the secondary school level is relatively good -according to NSI, in 2011 there are 36 schools for general and specialized education and 9 schools for 3 degree of professional qualification. The infrastructure is mainly concentrated in Pernik Municipality but each of the municipalities has at least one general school. On the territory of the district is located one university, founded in 2010. Accompanying the trend for aging of the population and depopulation of the smaller municipalities, we observe significant decline of the number of students in general schools. The available places in kindergartens cover almost 100% of the needs of the population. There are various cultural institutions in the district, including one theater, four museums, one library with over 200 000 titles, State Archive - Pernik, 74 community centers as well as a wide range of formal and informal organizations. According to the National Register of Immovable Cultural Monuments in Pernik district there are registered 21 monuments of national and 28 monuments of local importance.

3.2. Pčinja district



The Pčinja District is located in the south part of the Republic of Serbia, bordering with Bulgaria and Macedonia as well as with other regions of the Republic of Serbia. The region covers 3520 km². The region consists 8 local self-government units, which are 1 cities and 8 municipalities. City Vranje represents the administrative, political, cultural, university and economic centre of the region. The average population density is 64,4 people/km², and it comprises City of Vranje and the municipalities of Bosilegrad, Bujanovac, Vladičin Han, Preševo, Surdulica and Trgovište.

Table No 3.: Municipalities of Pčinja district - General data

No	DISTRICT / MUNICIPALITY	Area, km ²	Number of settlements	Population size, 2011			Population density People per sq km
				Total	Urban residence %	Rural residence %	
1	PČINJA DISTRICT	3520	363	226649	58%	42.45%	64
1	Bosilegrad	571	37	7987	32%	67.72%	14
2	Bujanovac	461	59	45626	28%	72.26%	99
3	Vladičin Han	366	51	21609	38%	61.53%	59
4	City of Vranje	860	105	86120	72%	27.58%	100
4a	Vranje	602	84	76164	75%	25.43%	127
4b	Vranjska Banja	258	21	9956	56%	44.19%	39
5	Preševo	264	35	40078	0%	100.00%	151
6	Surdulica	628	41	20033	56%	43.89%	32
7	Trgoviste	370	35	5091	0%	100.00%	14

The majority of population lives in rural areas (52.5%). The majority of populations are Serbs, yet there is a significant concentration of ethnic Albanians along the border with Kosovo, and of ethnic Bulgarians along the border with Bulgaria. This region has the highest rate of depopulation, reaching 5.6% for the period 2002-2010. The share of working-age group (15-64) in total population is only 65.6%. Migration is having been major changes in the population structure of municipalities in South Serbia.

Table № 4.: Pčinja district - Economic development indicators

№	DISTRICT / MUNICIPALITY	Average salaries and wages, period 2008-2012 ⁴ [Index RS=100]		Level of development of municipalities (GDP figures per capita in comparison to the national average) ⁵ [Index RS=100]				
		Gross earnings	Net earnings	I Group	II Group	III Group	IV Group	Devastated areas
VI	PČINJA DISTRICT	77	77	-	1	-	6	4
1	Bosilegrad	69	69	-	-	-	Below 60	Below 50
2	Bujanovac	81	81	-	-	-	Below 60	-
3	Vladičin Han	54	54	-	-	-	Below 60	Below 50
4	City of Vranje	79	79	-	80-100	-	-	-
5	Preševo	85	85	-	-	-	Below 60	-
6	Surdulica	84	84	-	-	-	Below 60	Below 50
7	Trgovište	69	70	-	-	-	Below 60	Below 50

Economic falling behind in the region has started during the last decade of the 20th century. The consequence of this condition is the decrease in population number which is more important for the area of South Serbia than other regions in Serbia. Transition in this region has moved slowly and in smaller municipalities unsuccessfully (large number of privatized companies were closed and the unemployment rate increased). These reasons contributed to creating bigger regional differences. Up to now, this region was not attractive enough for the investors (foreign and domestic), so that the investments in modernization, technical equipment of local companies are missing as well as significant starting of economic development. As a whole, the economy of this region entered the phase of depression and recession with multiple negative results: significant decrease of national product, high rate of unemployment, outdated equipment, insolvency, low productivity and efficiency. Pčinja district is one of Serbia's least developed regions, the strong economic growth experienced elsewhere in recent years (averaging 5.7 percent annually at a national level) has not been seen in the region. The Pčinja District has an official income of 63% of the Serbian total GDP per capita. Regional disproportions in Serbia are the highest in Europe and they are increasing every year. The level of district development, measured per capita income, is in proportion 4:1, while the highest is in the City of Belgrade (74% above the republic average), and the lowest in Pčinja districts (app. 60% below average) in 2009⁶.

⁴ Source: SORS - Average salaries and wages, by districts and municipalities, period 2008-2012

⁵ Source: The Decree on the unified list of regional development and local self-government in 2013 (Official Gazette of the Republic of Serbia 62/13). Level of development of municipalities (GDP figures per capita in comparison to the national average). The municipalities were divided into 5 categories based on the GDP figures per capita in comparison to the national average. I Group: level of development above the national average [II Group: level of development ranging from 80-100 percent of the national average. III Group: Level of development ranging from 60-80 percent of the national average. IV Group: Development level below 60 percent of the average. Devastated areas- level of development is below 50 percent of the national average]

⁶ SOURCE: REPORT ON DEVELOPMENT OF SERBIA 2009. REPUBLIC DEVELOPMENT BUREAU

By the level of development, this is also an undeveloped district with the majority of municipalities belonging to the group of devastated areas (Bosilegrad, Vladičin Han, Surdulica and Trgovište) or the fourth group of underdeveloped units of local self-government (Bujanovac and Preševo). Only City of Vranje belongs to the second category of local self-governments with the level of development above the Republic average. National income is significantly falling behind the republic level, in Pcinja 49% compared to national income at the level of the Republic of Serbia.⁷ The real fall of the GDP in 2009, compared to the previous year, was 3.1%. Observed by activities, the fall of the gross value added (GVA) was recorded in: the section of Manufacturing, 15.3%, Construction, 14.3%, Trade section, 8.9%, Hotels and restaurants section, 8.7%, and the section of Mining and quarrying, 4.7%. The largest growth of the GDP was recorded in: the Transport section, 6.5% and the section of Financial intermediation, 4.3%. During the 2008, the household final consumption expenditure increased by 6.8% compared to the previous year.⁸ The GDP is lower than the national average. The overwhelming majority of businesses in the region are privately owned (95.5 % of enterprises and 99.8 % of entrepreneurs), in line with the national average of 95.8 %. Approximately 64 % of enterprises and 74 % of entrepreneurs are in the service sector. Over a third of enterprises (35.6 %) and a quarter of entrepreneurs (25.3 %) engage in industrial activities. The share of enterprises and entrepreneurs operating in the primary sector is almost negligible. The educational structure of the region shows a lower skills base compared to the rest of the country – with high shares of individuals with primary education only. Enterprises in the region, conversely, tend to recruit and train workers with secondary and tertiary educational attainment. Agriculture is essential to the aggregate economic performance of Serbia and to stabilization of southern Serbia. It provides 20 percent of export value and a quarter of GDP in Serbia, while nearly a fifth of the population is engaged in farming on a full-time basis. Agriculture accounts for nearly 20 percent of Serbia's exports. About 30 percent of the world's international trade in raspberries comes from Serbia, mostly in frozen form. The percentage of population in rural areas of the Republic of Serbia is 44%, and in South Serbia that percentage is 59%. The municipalities in South Serbia have at average 16% less cultivable land than municipalities in Serbia and 10% less agricultural households, which means that the average size of cultivable land cultivated by agriculturalist in South Serbia is smaller. Households with over 10 ha in South Serbia are at average 138 per municipality, which is half less than in Serbia. There are 131,268 households and 72,281 owner-occupied farms. The average size of owner occupied farms is around 3.3 ha. Agricultural production is extensive, diversified, yet not market driven, due to outdated technology, and small parcel size, etc. On the other hand, surfaces under forests are significantly larger. It is noticeable that in South Serbia vegetables are more present than in the rest of Serbia (Serbia – 10.6%, South Serbia – 12.5%). The similar situation is with the surfaces under meadows and forage crops whereas the surfaces under cereal crops, industrial plants, fruit and vineyards are smaller. The number of cattle is at the level of average for all Serbia but due to higher number of households, the average size of a herd is smaller whereas the number of sheep is by 35.8% less and pigs by 34.7%. The total investment support during 2004-2006, which includes finances received based on credit and support of rural development is significantly smaller, only 28% comparing to the rest of Serbia. The reasons for this fact should be found in a high number of non commercial households, smaller number of registered households, smaller average size of households, low level of association, inadequate work of advisory service and similar. The number of registered households in South Serbia (average 1658) is smaller than average in all Serbia. The percentage of non-commercial households is two and a half times higher than the average in all Serbia.

⁷ Source: <http://webrzs.stat.gov.rs/>

⁸ Statistical yearbook, 2010. Statistical office of the Republic of Serbia

4. TRAINING NEEDS ASSESSMENT ANALYSIS

4.1. Institutional Assessment

Institutional Assessment is a comprehensive approach for profiling institutional capacity and performance. The approach tends to be descriptive of the various factors which come to play in institutional development. Institutional Assessment are designed to show the specifics of the institutions in Serbia and Bulgaria in the surveyed area (districts of Pcinja and Pernik). There is a general conclusion that suggests that despite certain specifics resulting from the economic – political system, the institutions of the surveyed area have similar problems that prevent them from effectively participating in cooperation projects⁹. This chapter provide information on municipalities profile (operative capacities and municipality experience) as well as identify potential joint projects within IPA CBC BG SR. Also in this section are defined operative capacities and experience from PCM / IPA CBC BG SR institutions involved in the BEST project and identified the interests and potential projects.

Partnership Potential: Municipalities are self-government administrative-territorial units. They own and manage property, operate own budget, have the right to regulate within their own competencies, they are allowed to manage public services on their territory in the sphere of education, healthcare, culture, public works and utilities, social services, including establishment of municipal enterprises, they may issue obligations and have access to loans and credits. The competence of municipalities in the field of territorial development is rather broad, though very detailed law provisions on territorial planning exist. Municipalities have the greatest potential for cross-border cooperation and at present are the most active partners in this respect. Municipalities are gathered into districts, which are regional centers of state authority, but have no assemblies of their own; they present purely administrative divisions, and host various state institutions such as funds, office branches and courts. At present Serbian municipalities face the similar problems as central government financing dependency, lack of human resources, experience and expertise for strategic planning and project management. Other problems they face are related to insufficient human resources, limited experience in project implementation, lack of units/departments in small municipalities specialized in project development and implementation, lack of available financial resources in small municipalities to co-finance projects¹⁰. 10 out of 14 municipalities submitted data about the operational capacities. Inquiry included basic financial identification data and financial status, capacity and equipment within the last tree years. All institutions included in the inquiry gave basic identification data. District of Pernik has the greatest partner potential regarding financial and human capacities. Budgets of municipalities in Pernik are greater than budgets of Pcinja municipalities. Out of all inquired institutions/organizations, 90% declared to have experience in project preparation. Most of the institutions declared to have experience in project implementation. The situation regarding donors is similar, which implies that those who have participated in project preparation have also participated in its implementation in the later phase. Bulgaria has greater possibility of project implementation due to the available European funds. The most common are the projects from structural funds implemented over operational programs. 84% of projects has been implemented in this way in Pernik district. Regional and rural development projects regarding infrastructure are dominant, as well. The last three years are indicative of greater number of projects regarding Human Resources Development. This fact shows that the awareness of necessity of the investment in human resources development has been raised significantly in order to increase the level of obtaining available funds from EU Fund. The situation in Serbia is drastically different. As a candidate country, Serbia has a possibility of obtaining means only from IPA fund. In Pcinja district, 64% of projects has been implemented through EU PROGRESS Programme and 28% through Bulgaria - Serbia IPA Cross-border Programme. Municipalities of Pernik either have separate Project Preparation and Implementation Unit or are the part of LED offices. Municipalities of Pernik usually implement projects over LED offices. Except from municipality of Vranjska Banja within City of Vranje, which does not have LED offices. Project preparation and implementation is provided by people with a university degree fluent in English.

⁹ Bulgaria is member of the EU and therefore has much more possibilities for using the funds of the EU, in contrast to Serbia which currently has the status of candidate.

¹⁰ Source: Bulgaria – Serbia IPA Cross Border Programme

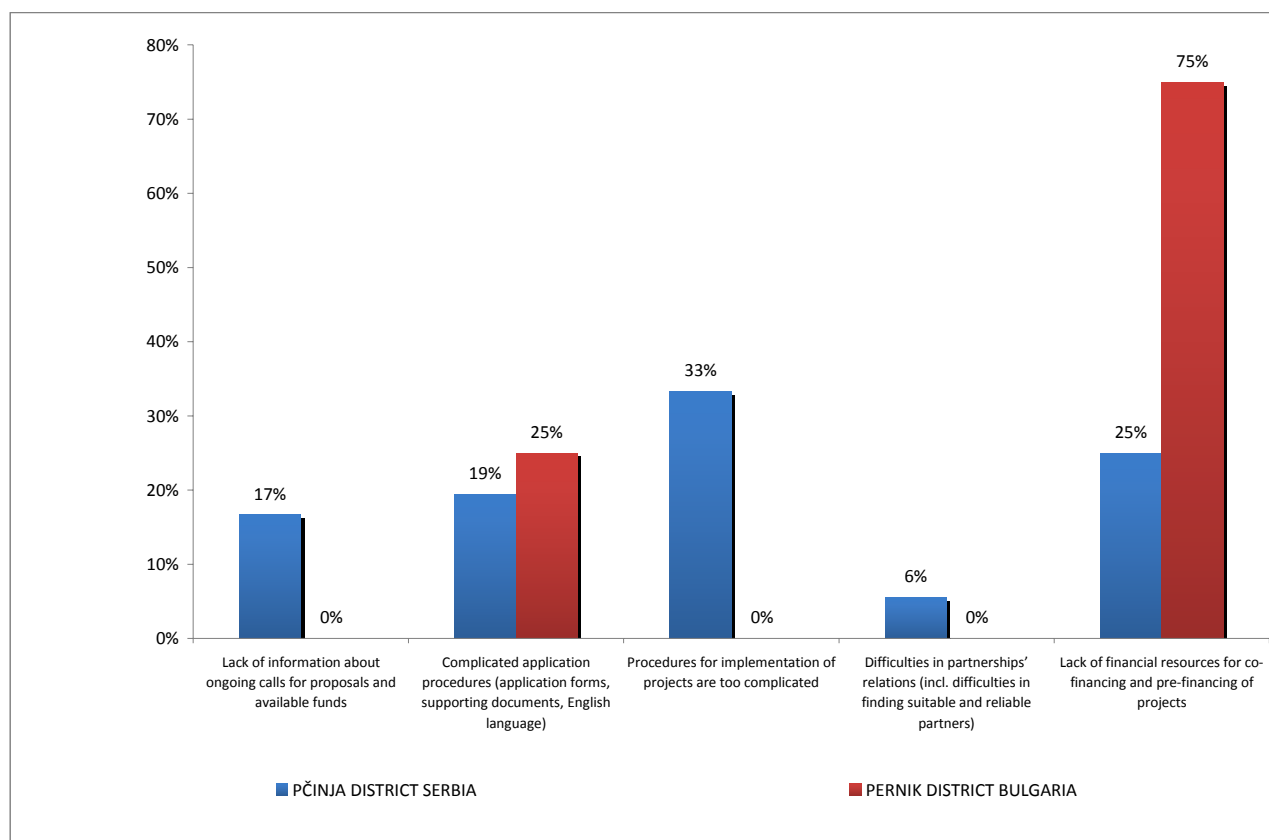
All inquired institutions are ready to delegate a person(s) who will participate in the trainings. All inquired institutions own a laptop, but only one of them is ready to make their lap top available to their training participants for the project preparation needs. Similarly, all inquired institutions have agreed to cover a small part of the costs that would be made during the preparation of project proposal.

Table № 5.: Projects funded by European Union in the last 3 years [%]

№	EU PROGRAMME	MUNICIPALITIES IN DISTRICT	
		PERNIK	PČINJA
1	Bulgaria - Serbia IPA Cross-border Programme	16%	28%
2	BG Operational Programme Administrative Capacity	9%	N/A
3	BG Operational Programme Environment 2007-2013	5%	N/A
4	BG Operational Programme Human Resources Development 2007-2013	12%	N/A
5	BG Operational Programme Regional Development 2007-2013	28%	N/A
6	BG Operational programme Technical Assistance	2%	N/A
7	BG Rural Development Programme BG	28%	N/A
8	SR EU PROGRES	N/A	64%
9	Other EU Programmes	N/A	8%

The problems the survey participants most frequently had during the project preparation and implementation were primarily, as they say, Lack of financial resources for co-financing and pre-financing of projects (50%) and, and then procedures/standards regarding project preparation because they are too complex (22 %).

Figure № 4.: Main problems during preparation and implementation of the projects [%]



As the Figure 4 above explains, the first main obstacle for beneficiaries is the lack of domestic funds to cover the pre-funding and co-financing part of a project.

This is a problem for all organizations, in particular for the local government units. The second is the difficulty several beneficiaries are facing to understand the procedures in the calls for proposals. What is significant here is that there are no great differences and discrepancies so that care must be taken during the training preparation to attend to all the problems the participants identified.

Common areas of project development: All survey participants who were inquired have reacted positively to the statement that the cross-border program IPA CBC BG SR represents a good solution for implementation of development project for their organization. The main areas in which they would put their efforts in for creating joint projects with their cross-border partners are: Environment (21%); Transport infrastructure (18%); Tourism (18%); Youths and sports (10%).

Project themes: Each inquiry participant had an opportunity to choose three potential projects themes classified according to priority axes 1 and 2 IPA CBC BG SR. The basis for the list of potential project ideas was IPA CBC BG SR Call for proposals No: 2007CB16IPO006 – 2011 – 2. There was an assumption here that there will be similar projects within the next call which is expected in 2015. The results show that 33% interested in the other programme axis which supports sustainable development through efficient use of regional resources. 23% of the participants show interest for Priority axis 1 which is relevant for the infrastructure regarding environmental issues.

Figure № 5.: Areas of interest for the development of cross-border projects in relation to axes and priorities of Bulgaria – Serbia IPA Cross Border Programme 2007-2013

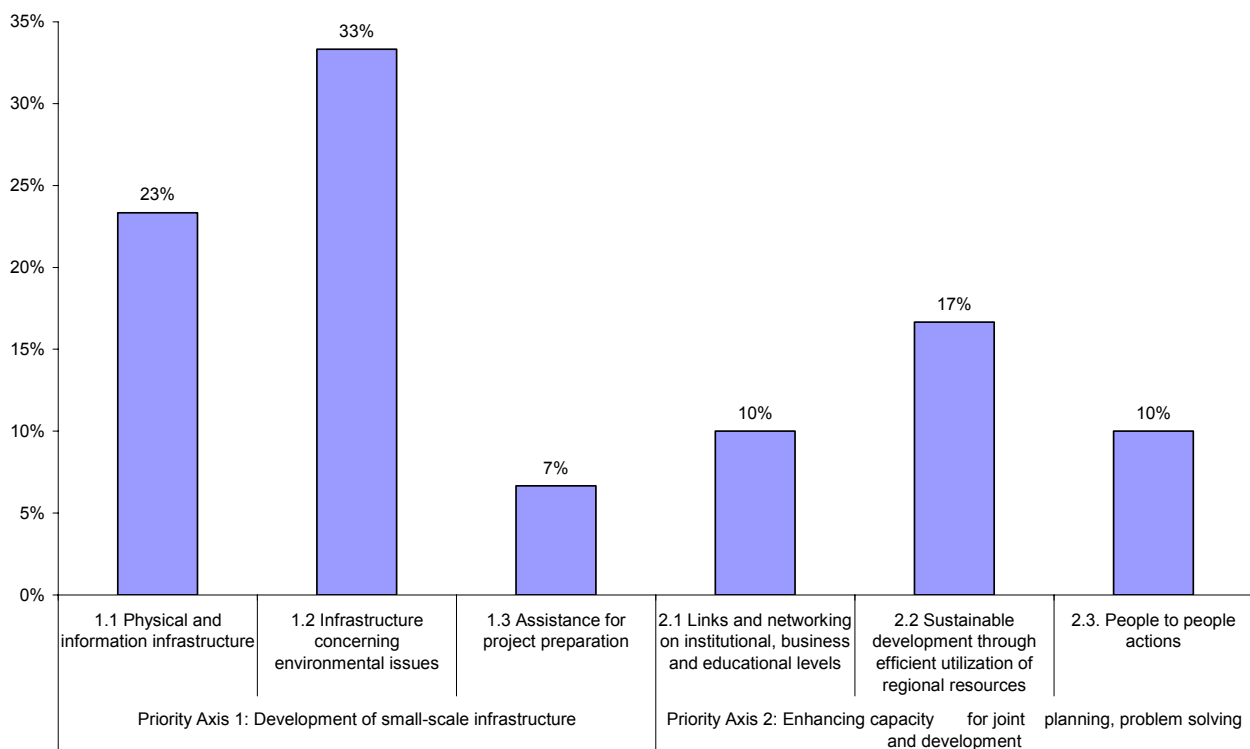


Table № 5.: Themes of interest for the development of cross-border projects in relation to axes and priorities of Bulgaria – Serbia IPA Cross Border Programme 2007-2013

PRIORITY AXIS	AREA OF INTERVENTION	THEME
Priority Axis 1: Development of small-scale infrastructure	1.1 Physical and information infrastructure	<ol style="list-style-type: none"> 1. Small-scale transport infrastructure construction providing regional accessibility 2. Development of social infrastructure in areas such as education 3. Re vitalization of public facilities in the locations 4. Construction to improve access roads to tourist sites
	1.2 Infrastructure concerning environmental issues	<ol style="list-style-type: none"> 1. Construction and/or improvement of small-scale infrastructure for pollution prevention and flood control 2. Construction or rehabilitation of a modern tourism infrastructure 3. Infrastructure projects for elimination of the negative effect of flooding; 4. Development of "green" rural, cultural, eco-tourism, etc. as a factor to increase employment 5. Development of sustainable nature-friendly organic farming 6. Projects concerning waste management and wastewater treatment infrastructure
	1.3 Assistance for project preparation	<ol style="list-style-type: none"> 1. Cost-benefit analyses and marketing studies for specific regional projects 2. Environmental Impact Assessments for projects focused on specific regional environment issues
Priority Axis 2: Enhancing capacity for joint planning, problem solving and development	2.1 Links and networking on institutional, business and educational levels	<ol style="list-style-type: none"> 1. Establishment of institutional, business and educational networking on both side of the border; 2. Development of joint training, best practices transfer, scientific exchange and educational facilities for knowledge based economy; 3. Establishment of centers to support cross-border business initiatives 4. Development of joint marketing and promotion services 5. Joint initiatives for attracting direct investment in the cross-border region and strengthening the transfer of expertise
	2.2 Sustainable development through efficient utilization of regional resources	<ol style="list-style-type: none"> 1. Projects for development of tourism as a factor for increasing employment 2. Joint projects in employment creation and human resources management within the labour market
	2.3. People to people actions	<ol style="list-style-type: none"> 1. Promoting the exchange of experience, skills and ideas for projects in the future mutual exchanges among youth 2. Encouragement/revitalization of traditional craftsmanship, traditional customs and cultural heritage 3. Cultural cooperation through development of joint traditional and new festivals and cultural events

Table № 6.: Themes of interest for the development of cross-border projects in relation to priorities of new Bulgaria - Serbia IPA CBC Programme (2014-2020)

TP5:	Investing in youth, education and skills	<ol style="list-style-type: none"> 1. Promoting the exchange of experience, skills and ideas for projects in the future mutual exchanges among youth 2. Development of social infrastructure in areas such as education
TP7:	Enhancing competitiveness, the business environment and the development of small and medium-sized enterprises, trade and investment	<ol style="list-style-type: none"> 1. Joint projects in employment creation and human resources management 2. Establishment of centers to support cross-border business initiatives
TP4:	Encouraging tourism and cultural and natural heritage	<ol style="list-style-type: none"> 3. Re/Construction or rehabilitation of a modern tourism infrastructure 4. Encouragement/revitalization of traditional craftsmanship, traditional customs and cultural heritage, and rural tourism development
TP8:	Strengthening research, technological development, innovation and ICT	<ol style="list-style-type: none"> 5. Development of joint training, best practices transfer, scientific exchange and educational facilities for knowledge based economy; 6. Development of Community ITC Centers

The employees in the municipal administration in the cross-border districts of Pcinja Pernik and have little experience in managing projects in compliance with the European standards. The low capacities for project management, lack of competence in the complex EU procedures, incapacity of project co-financing, insufficient number of local officials for EU funds management, lack of skills in project development and management a big barrier which the employees in the aforementioned institutions are facing. The stated problems reduce the possibility of effective absorption of EU funds.

4.2. Assessment of Training participants

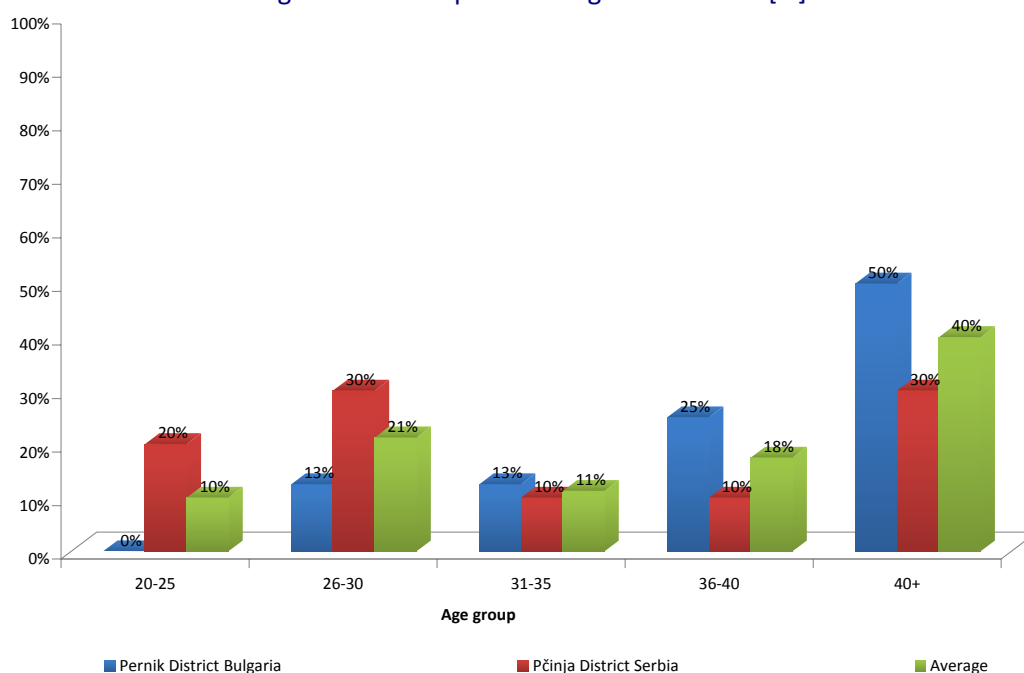
4.2.1. Characteristics of Respondents

The assessment of personal skills is important when identifying the learning needs of Target groups. This analysis maps the Target groups subjective evaluation of what skills are relevant for their present job and in a future job, to illustrate the areas where the Target groups needs to develop further. The personal skills area analysis is complementary to the previous assessment of functional skills areas. In combination, the functional and personal skills areas create a comprehensive picture of the training needs among Target groups. Regarding the age distribution, the majority of the respondents 40% were within +40 years and followed by 21% of 26-30 year on regional level (Table № 7 and Figure 6).

Table № 7.: Age structure of respondents

№	District	Age group				
		20-25	26-30	31-35	36-40	40+
1	PERNIK	0%	13%	13%	25%	50%
2	PČINJA	20%	30%	10%	10%	30%
	AVERAGE	10%	21%	11%	18%	40%

Figure № 6.: Respondents age distribution [%]

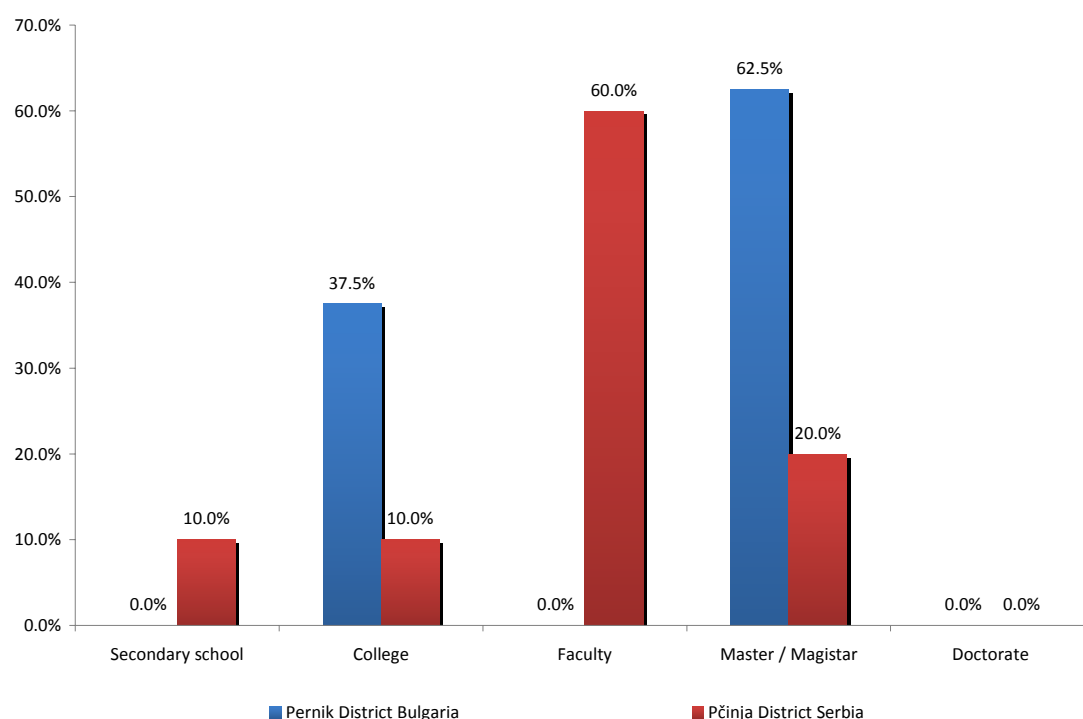


University graduates and master's degree are the largest group of respondents (71%), closely followed by College (24%). Comparison of the age and education breakdowns shows that university graduates tend to belong to the two best-represented age groups (from 35 to 40 and +40). (Table № 8 and Figure 7).

Table № 8.: Educational Structure of respondent

№	District	Education				
		Secondary school	College	Faculty	Master / Magistar	Doctorate
1	PERNIK	0.0%	37.5%	0.0%	62.5%	0.0%
2	PČINJA	10.0%	10.0%	60.0%	20.0%	0.0%
	AVERAGE	5%	24%	30%	41%	0%

Figure № 7.: Educational structure of respondents [%]

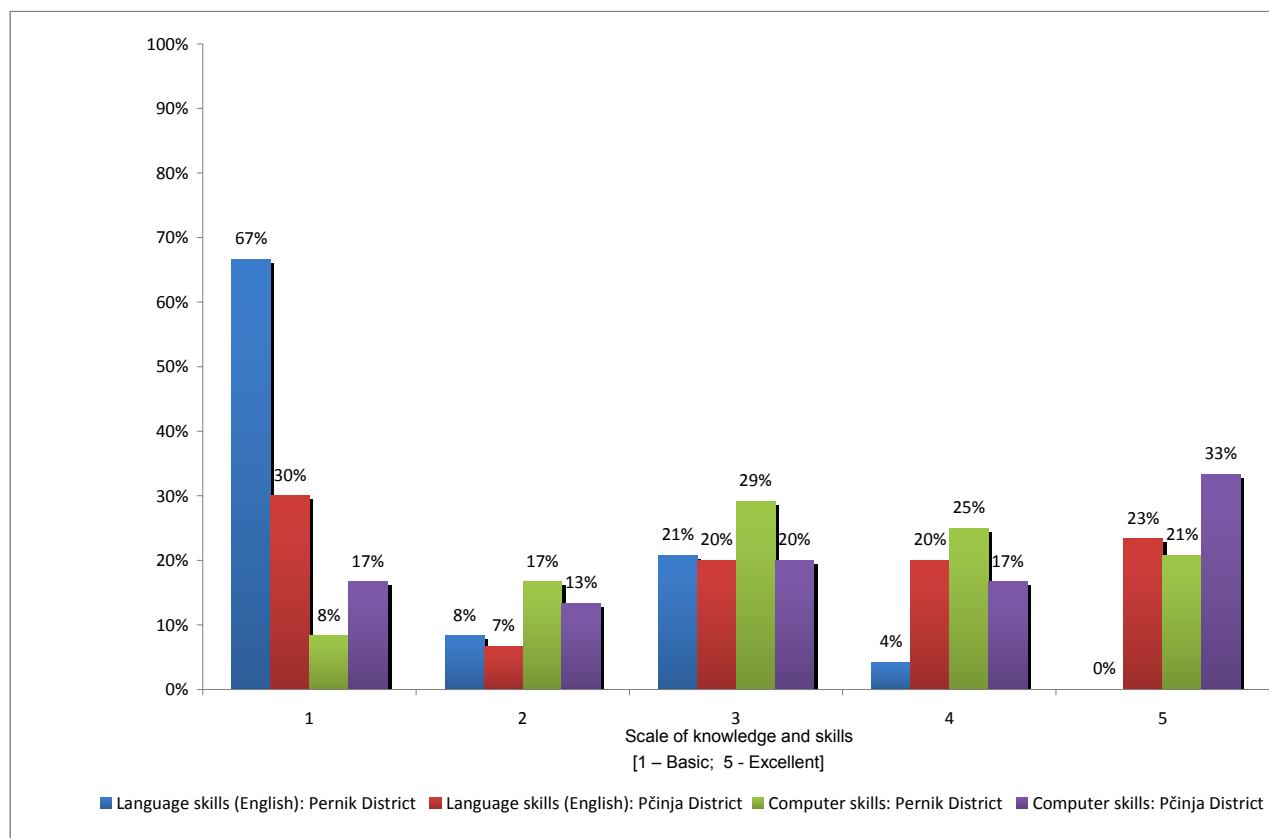


The survey findings with regard to English language skills show an obvious capacity gap in this area. Only 34% of Respondents on regional level can use a English language effectively (though one should keep in mind the role of knowledge inflation in this subject area). English language proficiency is significantly higher among junior staff members. The older categories fall just short of the overall rates. The overall lack of foreign language proficiency poses certain questions with regard to the ability of target groups leadership to understand IPA-related documents, prepare project documents to access EU funds, or keep up-to-date with trends in local government development. The overall basic computer literacy rate is approximately 70%. While this indicates that most of the Respondents use computers in their daily work, it has to be noted that such use is largely limited to basic word processing. The survey population was most likely to use the standard Microsoft Office package, with emphasis on Word, Excel, Power Point, and Internet browsing software. Most of participants are between 35 and 45 years of age, highly educated, with little knowledge of English language, and medium computer skills. (Table № 9 and Figure 8)

Table № 9.: Language and Computer skills

№	District	Rate of knowledge level				
		1 -Basic	2 -Fair	3 -Good	4 -Very Good	5 -Excellent
1	Language skills (English): Pernik	67%	8%	21%	4%	0%
2	Language skills (English): Pčinja	30%	7%	20%	20%	23%
Language skills (English)-average score for the region: 2.43						
1	Computer skills: Pernik	8%	17%	29%	25%	21%
2	Computer skills: Pčinja	17%	13%	20%	17%	33%
Computer skills-average score for the region: 4.05						

Figure № 8.: Language and Computer skills [%]



Most of interviewers (73%) did not take part in training regarding preparation and implementation of projects. Half of the interviewers (54%) have work experience in preparation and implementation of EU funded projects. However only 27% of interviewers has work experience longer than two years.

Table № 10.: Working experience of respondents in preparation and implementation of EU funded projects

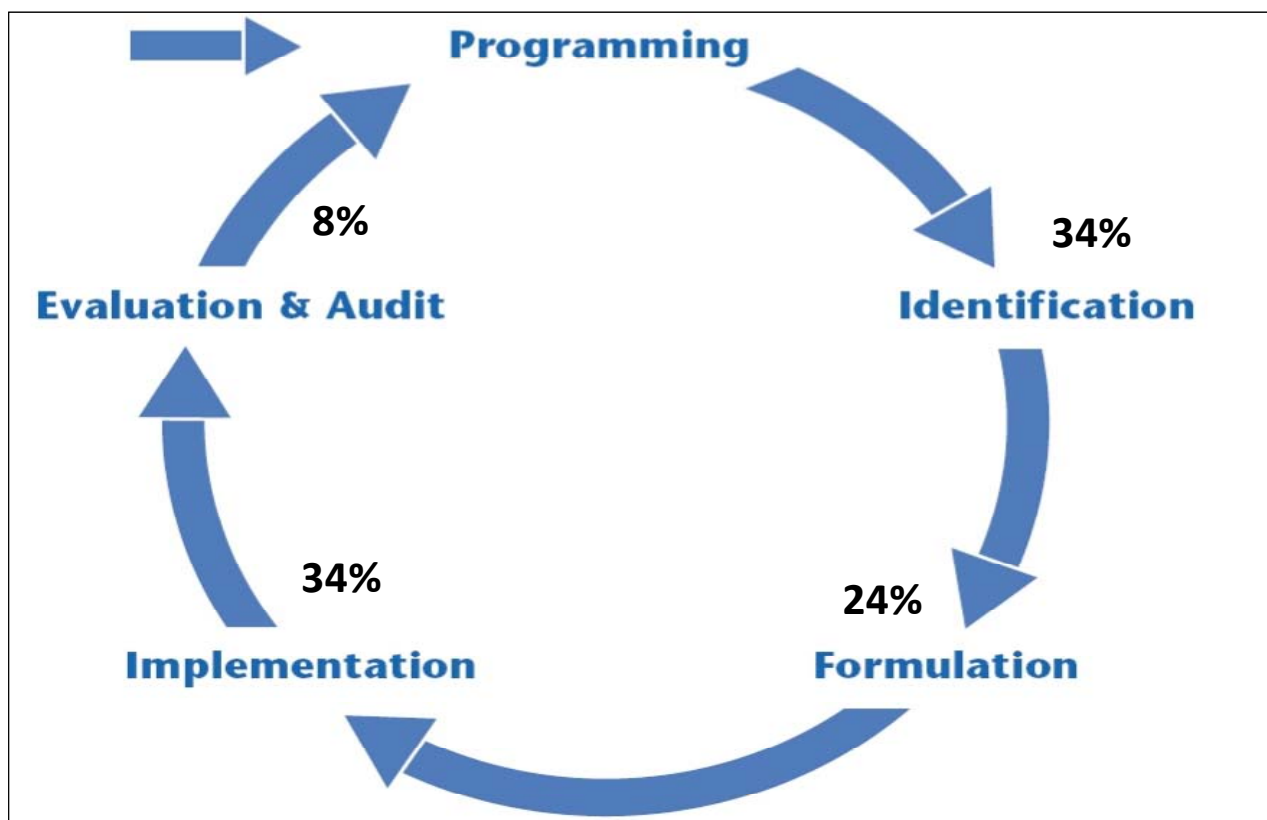
№	District	Working experience				
		None	Less than 1 year	1 to 2 years	2 to 4 years	More than 5 years
1	PERNIK	28%	13%	24%	13%	23%
2	PČINJA	63%	9%	10%	8%	10%
	AVERAGE	46%	11%	16%	10%	17%

The interviewers with work experience rated their knowledge poorly regarding project cycle phases. Only 34% explained that they possessed sufficient knowledge in project preparation and implementation. The structure of the experience gained regarding project cycle is as follows: Project Identification (34%), Project Formulation (24%) Project Implementation (34%). (Table № 11 and Figure 9.)

Table № 11.: Experience in Project Cycle Management

№	Project Cycle phase	Without experience	With any experience			
			Fair	Good	Very Good	Excellent
1	Project Identification	15%	4%	5%	8%	1%
2	Project Formulation	14%	3%	2%	6%	2%
3	Project Implementation	15%	3%	7%	7%	1%
4	Project Evaluation & Audit	3%	1%	1%	1%	0%
	Total	46%	54%			

Figure 9.: Previous experience in Project Cycle Management [%]

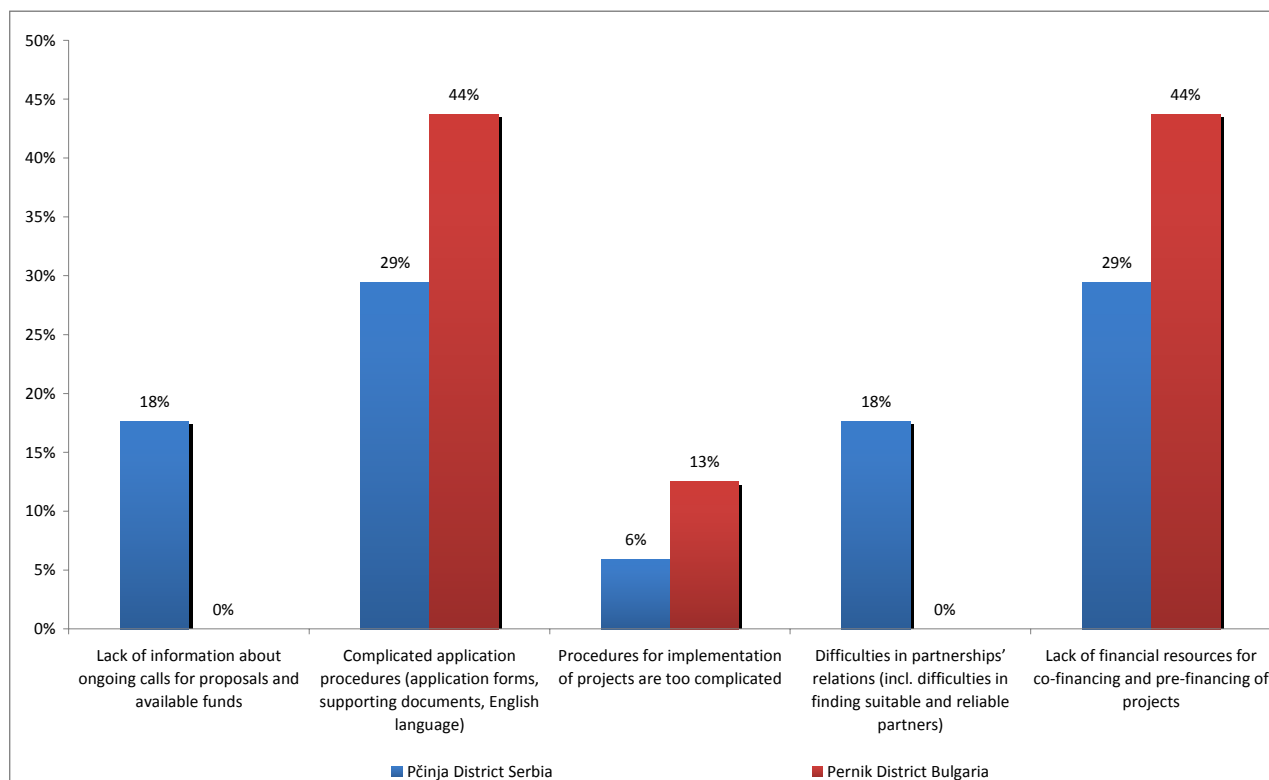


The problems the survey participants most frequently had during the project preparation and implementation were primarily: Lack of financial resources for co-financing and pre-financing of projects (36.58%); Complicated application procedures (application forms, supporting documents, English language) (36.58%); Procedures for implementation of projects are too complicated (9.19%); Difficulties in partnerships' relations (incl. difficulties in finding suitable and reliable partners) (8.82%); Lack of information about ongoing calls for proposals and available funds (8.82%). As the Table № 12 and Figure 10 above explains, the first main obstacle for beneficiaries is the lack of domestic funds to cover the pre-funding and co-financing part of a project. This is a problem for all organizations, in particular for the local government units. The second is the difficulty several beneficiaries are facing to understand the procedures in the calls for proposals. For all participating organizations the "lack of capacities" to develop projects is a serious concern .

Table № 12.: Major obstacles to preparation and implementation of the projects

RANK	PROBLEM	PČINJA	PERNIK	AVERAGE
5	Lack of information about ongoing calls for proposals and available funds	17.65%	0.00%	8.82%
2	Complicated application procedures (application forms, supporting documents, English language)	29.41%	43.75%	36.58%
3	Procedures for implementation of projects are too complicated	5.88%	12.50%	9.19%
4	Difficulties in partnerships' relations (incl. difficulties in finding suitable and reliable partners)	17.65%	0.00%	8.82%
1	Lack of financial resources for co-financing and pre-financing of projects	29.41%	43.75%	36.58%

Figure 10.: Major obstacles to preparation and implementation of the projects



Expectations from training course: From the upcoming training most of the interviewers expect to acquire necessary knowledge for effective preparation and implementation of projects (64%) and to contribute to development of municipality (18%) where they come from.

4.2.2. Training Attitudes and Training Priorities

The Training Attitudes discusses respondent satisfaction with training opportunities, current training arrangements, and preferences for training delivery, among other issues. The next section Training Priorities deals with cross-cutting training needs, mapping capacity gaps felt across the administrative structure, including human resource management, project management. Priority training needs were established by comparing areas prioritized by the majority target population with those identified as being knowledge or expertise deficit. Findings below represent summary results of the survey carried out in sample. Respondents through Self-Assessment given their current level of skills and knowledge in fields on project management. It is indicative that the most Unsatisfactory or Partly satisfactory for personal self skills and knowledge of area project cycle management. (Table № 13 and 14 and Figure 11 and 12.)

Table № 13.: Assessment experiences of respondents according to the phases of the project cycle (self-assessment of respondents)

No	Project Cycle Phase	Without experience	Unsatisfactory	Partly satisfactory	Satisfactory	Advanced
I	Project Identification	33%	38%	32%	37%	17%
II	Project formulation	30%	25%	12%	27%	50%
III	Project implementation	32%	28%	46%	32%	25%
IV	Project monitoring and evaluation	6%	9%	10%	5%	8%

Table № 14.: Assessment experiences of respondents in relation to the implementation of specific project tasks (self-assessment of respondents)

№	Project Cycle Phase	Without experience	Unsatisfactory	Partly satisfactory	Satisfactory	Advanced
1	Identification of project idea	50%	11%	17%	17%	6%
2	Partnership development	44%	11%	22%	22%	0%
3	Definition of project activities	44%	11%	11%	33%	0%
4	Project justification	44%	22%	0%	33%	0%
5	Preparation of logical framework	44%	11%	22%	17%	6%
6	Preparation of project proposal	50%	17%	0%	28%	6%
7	Collecting supporting documentation	50%	0%	11%	33%	6%
8	Budgeting	50%	17%	6%	11%	17%
9	Preparation of infrastructure projects	56%	11%	11%	17%	6%
10	Project management	39%	17%	17%	22%	6%
11	Public procurement procedures	44%	17%	17%	17%	6%
12	Financial management	44%	17%	17%	17%	6%
13	Reporting	50%	0%	22%	28%	0%
14	Publicity and EU Visibility	44%	0%	33%	22%	0%
15	Project monitoring / evaluation and audit	39%	17%	22%	17%	6%
Total		46%	54%			

Figure 11.: Assessment experiences of respondents according to the phases of the project cycle

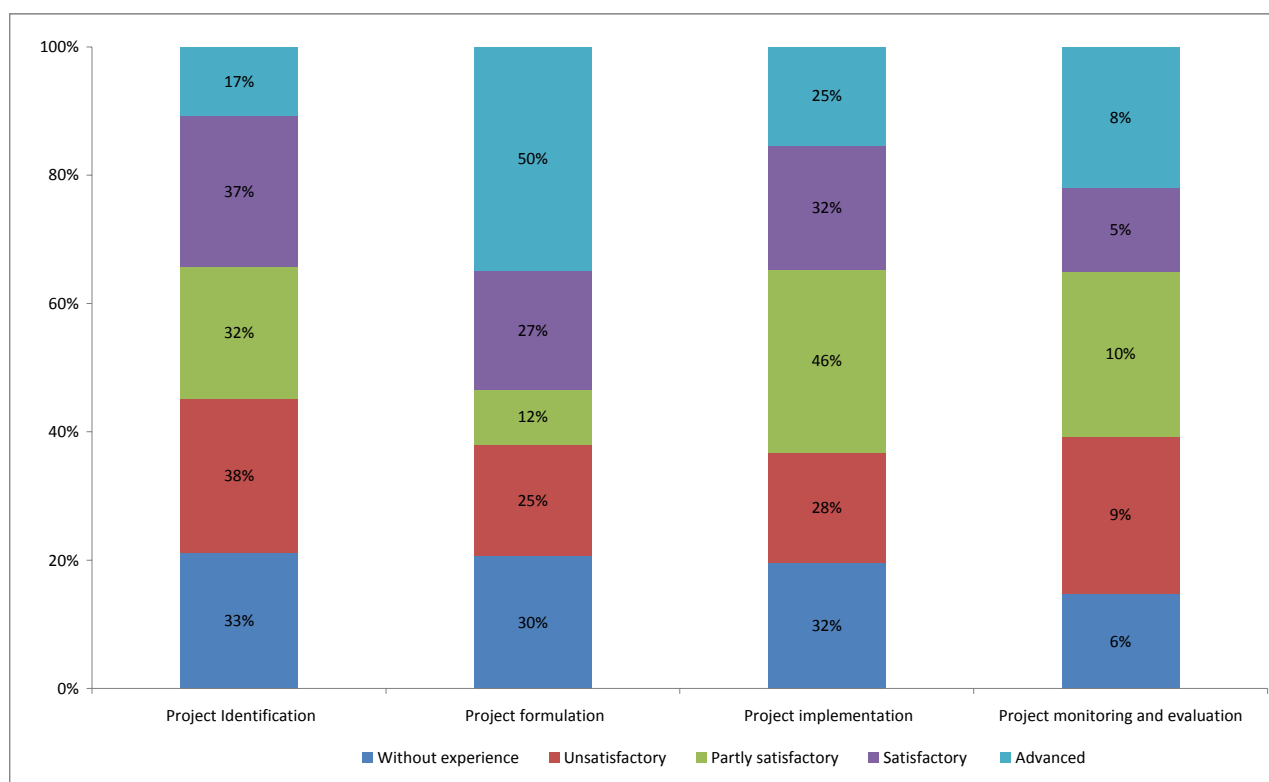
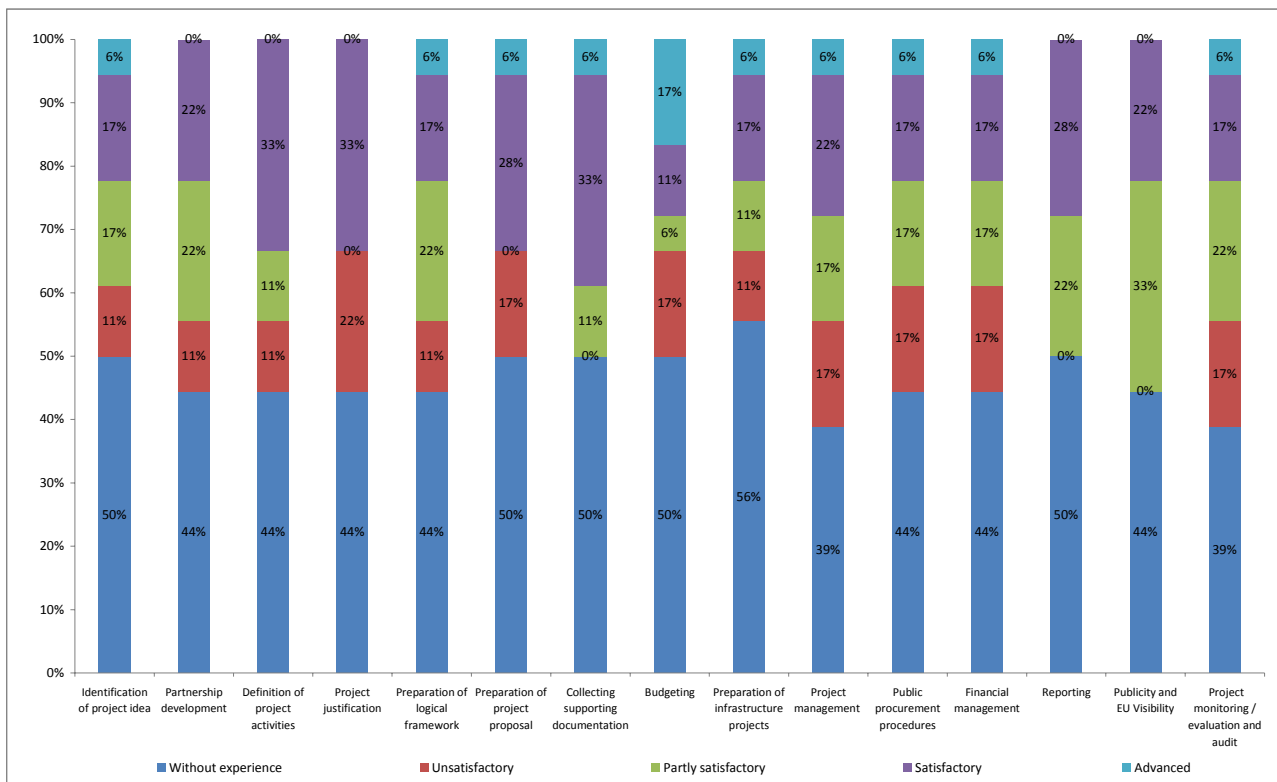


Figure 12.: Assessment experiences of respondents in relation to the implementation of specific project tasks (self-assessment of respondents)



Most interested training topics: IPA and IPA CBC BG SR (74%); The logical framework approach (58%); Preparation of the project Applications(53%); Preparation of the Infrastructure projects(68%); Subsidy contract and contracting procedures(48%); PRAG- Procurement(74%); Financial Management(58%); Reporting (53%); Publicity and EU Visibility(58%); Risk management (64%); Internal Monitoring (54%) and Audit (48%). EU funds and programmes (IPA and community programmes) lead the list of priority training topics in the EU portfolio, indicating a high level of awareness within the target population of the importance of these funds for the development of local government in future. The largest knowledge deficit within the PRAG procurement , as identified by respondents relates to tender documentation preparation and evaluation. These priority training topics are closely followed by the relevant legal framework and internal controls related to public procurement. When broken down by employment status, the findings indicate that civil servants consider their skills and knowledge particularly inadequate with regard to the development of tender documentation and evaluation. In view of growing demand for service delivery and limited budgets, the planning, organisation, and management of resources under the umbrella of projects, as practical ways of delivering programmes, represent an answer to the constant challenge of maximising results with minimum investment. The project-based approach is also a necessary requirement for attracting donor funds for achieving objectives and meeting local community priority needs. Training requirements are almost evenly spread across the areas of project cycle management listed, with a slight bias towards project monitoring and analysis, as local administrations seek to maximise and improve output. The preparation of project documents (including pre-project preparation, technical documentation, cost and profit analysis, feasibility studies, etc.) is another area requiring attention in terms of training, followed by general PCM and its phases. (Table № 15 and Figure 13 and 14.)

Figure 13.: Training needs of target groups in relation to phases of the project cycle

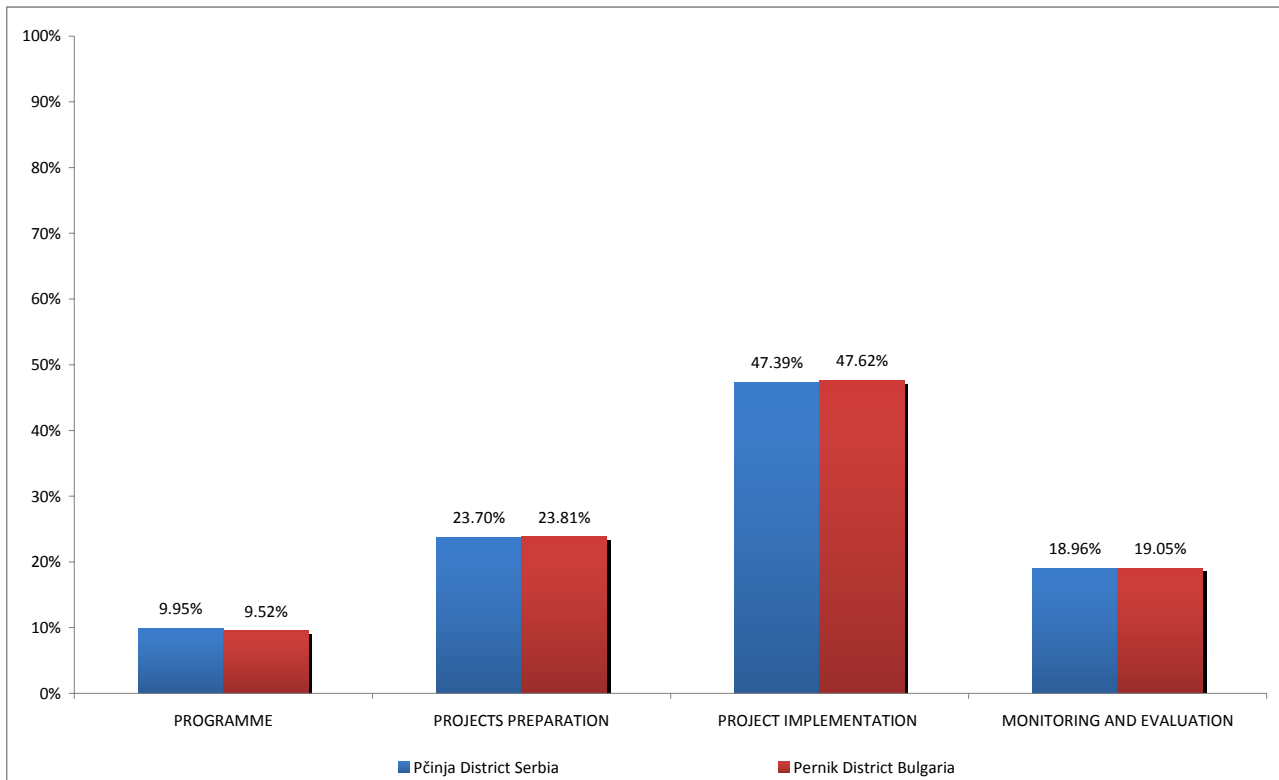


Figure 14.: Training priorities of target groups in relation to phases of the project cycle

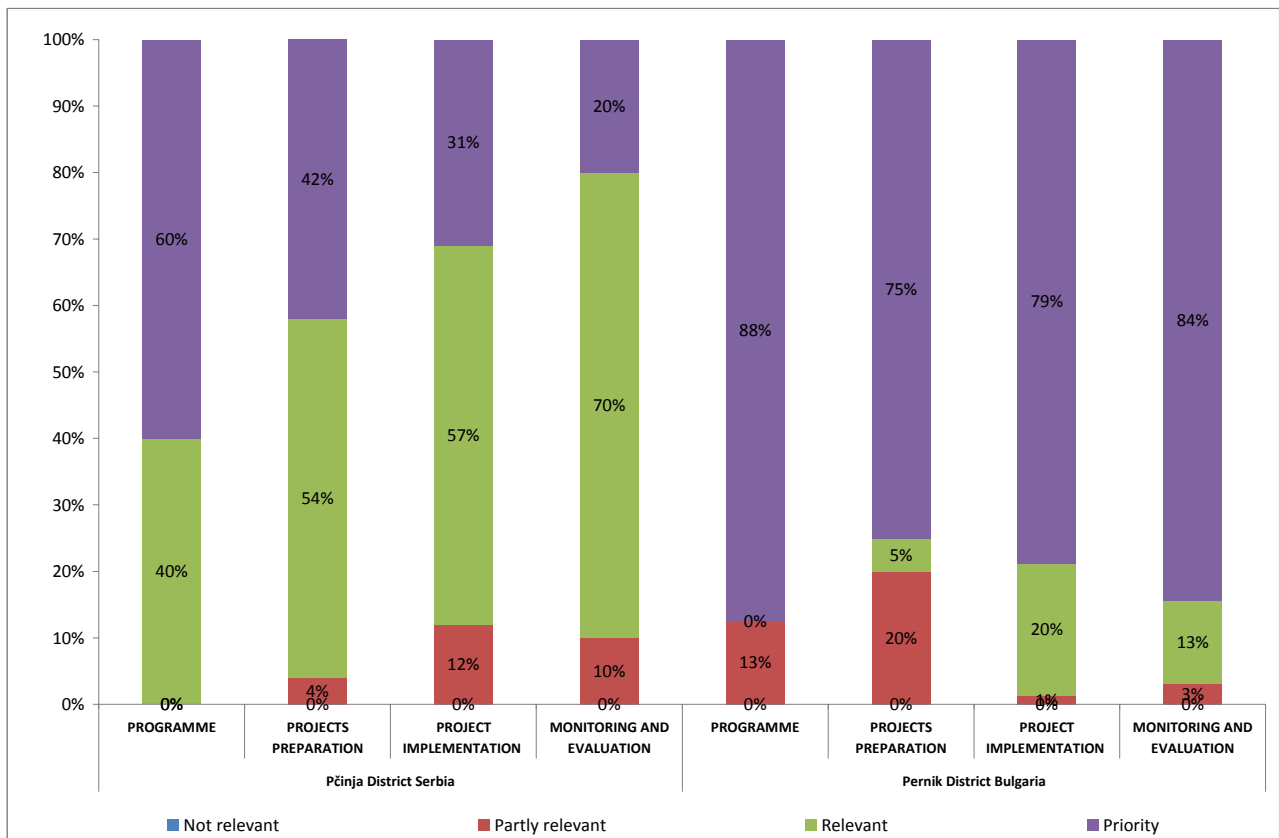


Table № 15.: Training needs of participants -Priority training topics

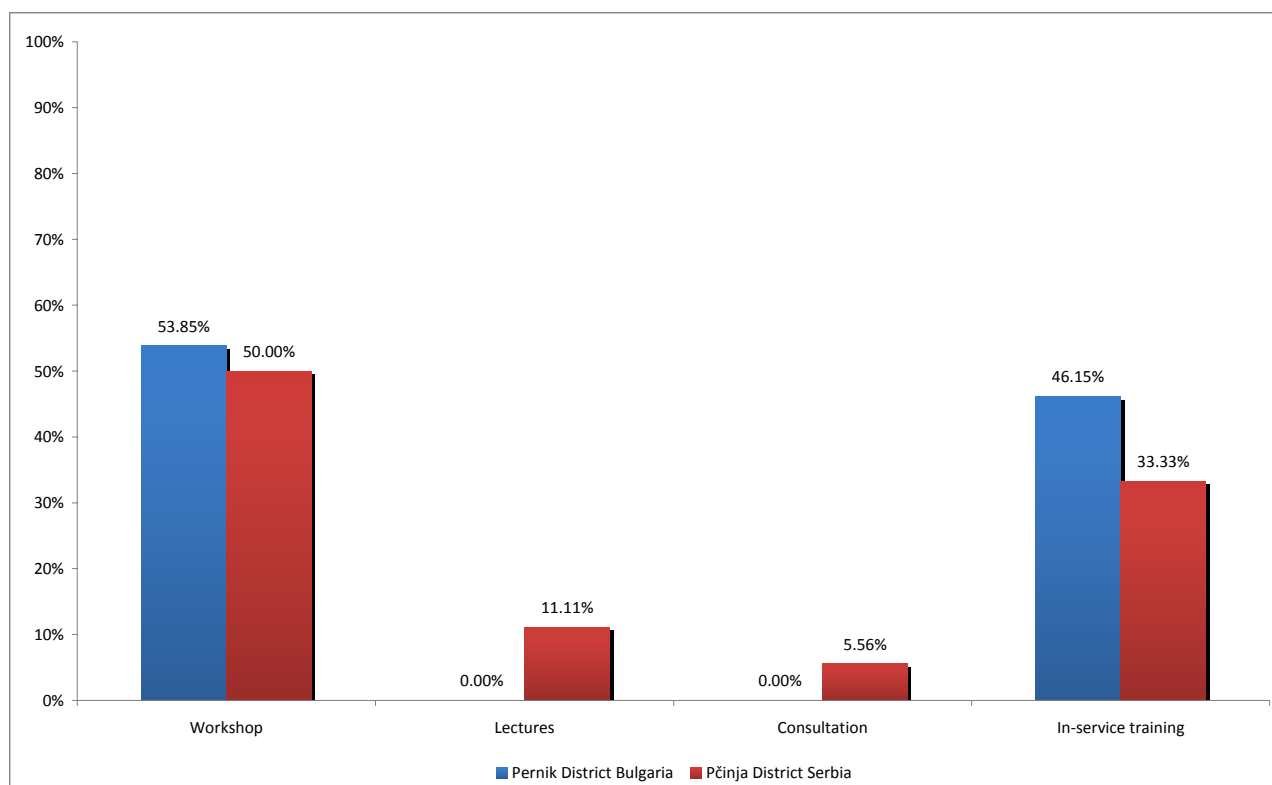
№	TOPIC	Not relevant	Partly relevant	Relevant	Priority
1.	PROGRAMME	0%	5%	24%	70%
1.1.	Instrument for Pre-accession (IPA)	0%	6%	22%	72%
1.2.	Bulgaria - Serbia IPA Cross-border Programme	0%	6%	22%	72%
2.	PROJECTS PREPARATION	0%	11%	32%	57%
2.1.	Rules of the Call for Proposals	0%	22%	22%	56%
2.2.	project idea and partnership	0%	11%	33%	56%
2.3.	The logical framework approach	0%	11%	33%	56%
2.4.	Preparation of the project Applications Application Form and supporting documents)	0%	6%	44%	50%
2.5.	Preparation of the Infrastructure projects under Bulgaria - Serbia IPA Cross-border Programme	0%	6%	28%	67%
3.	PROJECT IMPLEMENTATION	0%	7%	41%	52%
3.1.	Subsidy contract and contracting procedures	0%	0%	56%	44%
3.2.	Initial activities and project setting up	0%	6%	39%	56%
3.3.	Public procurement (PRAG)- Procurement Plan	0%	11%	39%	50%
3.4.	Public procurement (PRAG)-Services/Supplies/ Works	0%	11%	44%	44%
3.5.	Financial Management of the project	0%	6%	39%	56%
3.6.	Reporting	0%	6%	44%	50%
3.7.	Publicity and EU Visibility	0%	6%	39%	56%
3.8.	Risk management	0%	11%	28%	61%
3.9.	Modification of Subsidy contract	0%	11%	39%	50%
3.10.	Project Closure	0%	6%	39%	56%
4.	MONITORING AND EVALUATION	0%	7%	44%	49%
4.1.	Internal Monitoring	0%	11%	39%	50%
4.2.	External monitoring	0%	6%	44%	50%
4.3.	Evaluation	0%	6%	44%	50%
4.4.	Audit	0%	6%	50%	44%

The positive attitudes shown towards both workshop and on-the-job training formats, however, illustrate that new methods have emerged as major forms of training, largely as a legacy of the international community's involvement with capacity building. On the other hand, both managerial and other civil servants seem to prefer workshops, which are better at addressing their specific training needs. (Table № 16 and Figure 15).

Table № 16.: Preferred training format

№	DISTRICT	Workshop	Lectures	Consultation	In-service training
I	PERNIK	54%	0%	0%	46%
II	PČINJA	50%	11%	6%	33%
	AVERAGE	52%	6%	3%	40%

Figure 14.: Preferred training format



4.3. Recommendations

Education and training is not offered in a vacuum, education and training programmes are developed to meet needs, and needs should be arrived at, systematically, by identifying the difference (discrepancy) between current conditions or outcomes, and desired conditions or outcomes. Through this analysis process and /or through verification of the analysis, information is gathered about each task. For these reasons, conducted research Training Need assessment in the region. The executed surveys and TNA Study are designed to show the specifics Common characteristics of surveyed institutions in Pcinja and Pernik Districts. Common features are:

1. The survey findings with regard to English language skills show an obvious capacity gap in this area. The overall lack of foreign language proficiency poses certain questions with regard to the ability of target groups leadership to understand IPA-related documents, prepare project documents to access EU funds, or keep up-to-date with trends in local government development.
2. Out of all inquired institution 90% declared to have experience in project preparation. Most of the institutions declared to have experience in project implementation. The problems the survey participants most frequently had during the project preparation and implementation were primarily, as they say, Lack of financial resources for co-financing and pre-financing of projects (50%) and, and then procedures/standards regarding project preparation because they are too complex (22 %). Respondents have little experience in managing projects in compliance with the European standards. The low capacities for project management, lack of competence in the complex EU procedures, incapacity of project co-financing, insufficient number of local officials for EU funds management, lack of skills in project development and management a big barrier which the employees in the aforementioned institutions are facing. The stated problems reduce the possibility of effective absorption of EU funds.
3. EU funds and programmes (IPA and community programmes) lead the list of priority training topics in the EU portfolio, indicating a high level of awareness within the target population of the importance of these funds for the development of local government in future. The largest knowledge deficit within the PRAG procurement , as identified by respondents relates to tender documentation preparation and evaluation. These priority training topics are closely followed by the relevant legal framework and internal controls related to public procurement.
4. Common areas of project development: All survey participants who were inquired have reacted positively to the statement that the cross-border program IPA CBC BG SR represents a good solution for implementation of development project for their organization. The main areas in which they would put their efforts in for creating joint projects with their cross-border partners are: Environment (21%); Transport infrastructure (18%); Tourism (18%); Youths and sports (10%).
5. The IPA CBC BG SR Training will have also to ensure that relevant staff is prepared to initiate, develop, implement and monitor EU funded projects with appropriate analysis and reporting skills.

Based on overall analysis of gathered information, some general recommendation regarding further action can be given.

1. During the planning of training, it is necessary to consider differences that might exist between groups from Serbia and Bulgaria.
2. Training participants should be well educated in project writing.
3. Participants should be educated about project cycle, specifically about the significance of knowing every part of it.

4. During the design of training, it is necessary to have as much concrete content as possible. Probably their lack of basic knowledge about project cycle causes their inability to recognize some project segments as important.
5. During all activities, care must be taken regarding language. A small number of participants speaks only Bulgarian and it is necessary to encourage them to actively participate in all activities, so simple formulations should be used, and an interpreter should be hired.
6. The training should be based on the formats of EU application forms and EU donors' procedures.
7. Regular and intensive follow-up activities should be maintained because of the low level of participants' basic knowledge, and expressed motivation.
8. Financial experts from Bulgarian institutions/organizations should be engaged in the Follow-up activities.
9. In the first Follow-up activities, participants should get assistance in forming the teams for project proposal preparation.

The Training programme for participants is composed of two interconnected parts. The first part relates to workshops where participants acquire practical knowledge about PCM and skills necessary for project development and implementation. The workshops are designed to follow the project cycle, according to which the modules were divided into 5 categories. The training programme should create a basis for implementation of 5 trainings in duration of 4 days per training course. Training activities are implemented through modules in workshops. Training program for 5 training workshops which will cover 5 training modules. (2 modules for preparation and 3 modules for implementation IPA CBC BG SR project). Each of the modules shall be structured through 12 sessions in duration of 4 days per module so that the trainees could entirely acquire knowledge and skills for Project Cycle Management and IPA implementation procedures. Duration of one training session shall 90 minutes. The proposed training modules are shown in the figure below:

Workshop 1.: Module 1- IPA Project development & appraisal ↓	← FOLLOW-UP
Workshop 2.: Module 2 - Project formulation ↓	← FOLLOW-UP
Workshop 3.: Module 3 - Contracting procedures and tendering ↓	← FOLLOW-UP
Workshop 4.: Module 4 - EU/IPA Requirements for Financial Management ↓	← FOLLOW-UP
Workshop 5.: Module 5 - Closing down project (Monitoring and evaluation of projects).	← FOLLOW-UP

The second part of the Project is learning through work, where the training participants, after completing the workshops, work, with the support of trainers, on a specific problem/project of interest for their institution (Follow up activities). The choice of workshop modules is created on the basis of grouped interests of participants in certain parts of the project cycle. The training modules are in accordance with the project cycle, and after each workshop the participants will receive direct support through Follow up activities. Demonstrating new training methodologies and developing new materials through the design and delivery of training modules to meet some of the priority training needs identified by the TNA. These modules can be developed and delivered from Pergament. In order to demonstrate new methodologies and introduce new training materials it is recommended that the project takes an approach which:

- Works with the same groups of trainees (drawn from the target groups), participating in a full modular programme: for managers this may include 5 training modules (each of 4 days duration) and follow up module;
- Ensures that each training group is between 20 participants (from various administrations), and that the training venue is in a regional centre close to the participants' administrations.


5. ANNEXES

Annex 1: Questionnaires

QUESTIONNAIRE FOR MUNICIPALITIES

I Identification data of the organization

1. Identity

Name of the organization (in English):				
Name of the organization: (in native language)				
Country:		<input type="checkbox"/>		<input type="checkbox"/>
District	Pernik	<input type="checkbox"/>	Pcinja	<input type="checkbox"/>
Town/city:				
Address:				
Postal Code:				
Legal representative (Name):				
Legal representative (Position):				
Telephone:				
Fax:				
E-mail:				
Website:				

2. Financial information

National registration code:	
VAT registration code:	
IBAN:	
BIC:	
Bank name:	
Bank address:	

Financial status, capacity and equipment:

Year	Turnover or equivalent (in EUR)	Number of full-time staff	Number of part-time staff	Number of offices and description of equipment
2013				
2012				
2011				

Project Preparation and Implementation Unit	
Project Preparation and Implementation Unit is	<input type="checkbox"/> Separate office <input type="checkbox"/> Part of LED office <input type="checkbox"/> Part of other office.....
Number of employees	

Qualification structure of the employees	Qualification	Number of employees
	Doctorate	
	Master / Magistar	
	Faculty	
	College or further education	
	Secondary School Other	
Number of English speaking employees		
Existing equipment		
Number of prepared EU funded projects		
Number of implemented EU funded projects		

3. Project experience

3.1. Projects supported by the European Union in the last three years

Country of intervention	EU initiative/programme/project and area of intervention	Overall project value (EUR)	% of overall budget funded by the municipality	Year obtained

3.2. Projects supported by the Bulgaria - Serbia IPA Cross-border Programme in the last three years

Acronym of project	Area of intervention and brief project description	Overall project value (EUR)	% of overall budget funded by the municipality	Status (Ongoing or Realized)

What are the biggest problems you are facing in the preparation and implementation of projects financed from Bulgaria - Serbia IPA Cross-border Programme? (tick all relevant option):

Problems		Specification of what difficulties specifically
Lack of information about ongoing calls for proposals and available funds	<input type="checkbox"/>	
Complicated application procedures (application forms, supporting documents, English language)	<input type="checkbox"/>	
Procedures for implementation of projects are too complicated	<input type="checkbox"/>	
Difficulties in partnerships' relations (incl. difficulties in finding suitable and reliable partners)	<input type="checkbox"/>	

Lack of financial resources for co-financing and pre-financing of projects

II Identification of project themes

1. Please specify in which areas you would engage effort to create joint projects with your partners (*please, mark not more than three options for areas of the biggest priority*)

1.) Transport infrastructure	<input type="checkbox"/>
2.) Environment	<input type="checkbox"/>
3.) Competitiveness and SMEs	<input type="checkbox"/>
4.) Employment	<input type="checkbox"/>
5.) Culture	<input type="checkbox"/>
6.) Education	<input type="checkbox"/>
7.) Health	<input type="checkbox"/>
8.) Youths and sports	<input type="checkbox"/>
9.) Tourism	<input type="checkbox"/>
10.) Local and regional governance	<input type="checkbox"/>

2. Please see below the List of potential projects and Identify three project themes that you organization would like to prepare for submission to the next call Bulgaria - Serbia IPA Cross-border Programme:

No	Name of theme	Explain your choice of theme
1.		
2.		
3.		

The date of completing the questionnaire:

The person who filled out the questionnaire (name and position):

LIST OF POTENTIAL PROJECTS

Dear Sir/Madam, you have before you a list of potential projects which could be financially supported within the second call of the IPA CBC BG SR. We are assuming that similar project will be found in the next call. Therefore, we ask you to carefully consider the list, and choose three (3) projects themes your organization would like to be involved in.

Bulgaria - Serbia IPA Cross-border Programme. The Second Call for proposals No. 2007CB16IPO006-2011-2

1. PROJECTS DURATION AND BUDGET LIMITS:

Priority axis	Area of intervention	Type of measure	Amount of obligatory activities (€)	Project Duration (months)
Priority Axis 1 Development of small-scale infrastructure	1.1 Physical and information infrastructure	1 Investment support measures	200.000-1.000.000	6-24
	1.2 Infrastructure concerning environmental issues	1 Investment support measures	200.000-1.000.000	6-24
	1.3 Assistance for project preparation	IB support measures	20.000-70.000	6-12
Priority Axis 2 Enhancing capacity for joint planning, problem solving and development	2.1 Links and networking on institutional, business and educational levels	IB support measures	50.000-200.000	6-12
	2.2 Sustainable development through efficient utilization of regional resources	IB support measures	50.000-200.000	6-12
	2.3. People to people actions	IB support measures	20.000-100.000	6-12

2. PROJECTS THEMES

Priority Axis 1 – Development of small-scale infrastructure

Key Area of Intervention 1 – Physical and information infrastructure

1. Small-scale transport infrastructure construction providing regional accessibility;
2. Information infrastructure for joint utilization of resources, providing internet access infrastructure to schools, libraries and community centers, businesses, business-related infrastructure etc.;
3. Establishment and/or development of social infrastructure in areas such as education, health-care, child-care and other issues;
4. Establishment and/or development of infrastructure for information network concerning e-services (e-health, e-learning, e-government etc);
5. Reconstruction and partial new construction of business and innovation facilities.
6. Establishment of centres for exchange of information on cross-border economic cooperation;
7. Re- vitalization of public facilities in the locations (e.g. bus stops, parking places, pavements, lightning, and green areas);
8. Renovation and establishment of communication networks;
9. Purchase of IT equipment necessary for establishment of business networks, databases and virtual business support centres;

10. Supply of specialized equipment;
11. Works supervision services (related to the construction works).

Key Area of Intervention 2 – Infrastructure concerning environmental issues

1. Development of sustainable nature-friendly organic farming, fishery, agriculture and fruit-culture, including cultivation and production of herbs, nuts, medical plants, aromatic species, vegetables, honey products, animal products, mushroom-growing, wild berries, tree-nursery, etc;
2. Preparation or reconstruction of farms for adoption of (or conversion to) of technologies for organic aquaculture, farming and stock breeding;
3. Small scale investment measures aimed at improving or rehabilitating water wells/springs/ponds and surrounding areas, soil eroded and wet areas;
4. Projects concerning waste management and waste-water treatment infrastructure;
5. Construction and/or improvement of small-scale infrastructure for pollution prevention and flood control;
6. Small-scale renewable energy projects;
7. Establishment and/or improvement of information exchange infrastructure in cases of emergency;
8. Improvement and/or construction of infrastructure in nature-protected areas (facilities for visitors);
9. Investments for reduction of negative effects of economic activities on the environment and supporting environmentally friendly economic activities
10. Small scale investment measures aimed at removing the technical barriers through improvement of infrastructure for agriculture/organic waste disposal, herbicides disposal, anaerobic digestion and biogas production, pasture management, agricultural waste water treatment, etc.;
11. Investment in specialized equipment and technologies related to the nature protection which are necessary for the implementation of activities under this component;
12. Activities for permanent elimination of the negative effect of flooding – cleaning of rivers beds, flood relief works, renewal/rehabilitation of water control and water redirection structures such as: protective walls, embankments, dikes, piers, rehabilitation and construction of drainage facilities and infrastructures, etc;
13. Activities in the sphere of operational control of the negative effect of flood constructing small scale hydro-technical infrastructures and other activities for improvement of the cross border flood water management;
14. Reinforcement of river cross-sections for the purposes of water monitoring;
15. Prevention, restoration and conservation of important areas, species and habitats (remediation of impacted areas, including areas destroyed by fires, replanting, wetland restoration, revitalization of populations of endemic species, enrichment planting, etc.).
16. Re/Construction or rehabilitation of a modern tourism infrastructure – camping sites and associated facilities located adjacent to areas of high natural value; systems of walking paths, hiking, riding trails; creation of zones and facilities for rock climbing, water sports; creation and equipment of rest places, fire safe picnic places and the related supervision of these sites;
17. Creation of better infrastructure for tourist visits, including facilities for disabled tourists (improvement of access and utilities) to natural phenomenon, cultural sightseeing, etc: e.g. stairs, lighting, water supply and sewerage, electricity, heating and ventilation; installation of signs, ramps, toilets for disabled tourists, small waste collection facilities, etc.
18. Creation of information boards, pointers, map schemes etc; construction and renovation of hiking trails, eco-paths, trail marking, interpretation/directional boards, according to the established nomenclature, maps and written guides;
19. Works to improve road access to sights and objects for rural tourism – car-parks, re/ construction of roads, recreation zones, etc and related supervision (as per the requirements of applicable National legislation);
20. Re/Construction/refurbishment of buildings, ‘nature based’ interpretation / education / visitor centres (these are centres which perform activities aimed at attracting the tourists closer to nature);
21. Equipment and materials – for interpretation, education, visitor or other centres; creation of information systems in tourism information centres, equipment for cultural events, systems for monitoring of dampness and temperature, security systems, etc;
22. Creation and equipment of animal-watching places; bird watchers’ and photo-hunters’ platforms, wild birds’/animals’ feeding places made of aesthetically/environmentally appropriate materials; “Green’ and ‘theme’ eco-paths (ornithological, botanical); educational/scientific itineraries;
23. Construction of cycling trails in suitable locations (due to the environmental problems created by off road biking activities, areas and routes liable to erosion should not be developed for this purpose);
24. Works to improve road access to sights and objects for eco-tourism – car-parks, re/ construction of roads, recreation zones, etc. and related supervision (as per the requirements of applicable National legislation);
25. Works supervision services (related to the construction works);

Key Area of Intervention 3 – Assistance for project preparation

1. Pre-feasibility and feasibility studies;
2. Economic and technical studies;
3. Cost-benefit analyses, marketing studies, financial and cash-flow plans;
4. Environmental Impact Assessments;
5. Background studies and rules for the preparation of aid schemes and financial support tools
6. Detailed project designs, architectural and engineering designs, architectural survey projects and preparation of other necessary documentation;
7. Preparation of tendering (public procurement) documents and bills of quantities.
8. Technical Studies;

IMPORTANT - INVESTMENT ACTIVITIES

1. Expenditures for investment support activities must form at least 70 % of total eligible costs.
2. All investment activities should be implemented on a public municipal or public state-owned property. The property should be:
 - free of any encumbrances;
 - not the object of an pending litigation;
 - not the object of a claim according to the relevant national legislation.
3. All envisaged works activities have to be supported with approved/certified detailed works design (according to national legislation), detailed Bill of quantities and issued Construction Permit (where applicable according to the relevant legislation). Two-phase projects (e.g. project design phase and works/construction phase during the implementation period) are not eligible. In case of works activities for protection of cultural and historical heritage, the detailed works design for conservation/restoration/construction should be approved by the relevant national institutions for cultural heritage, prior to submission of the project proposal.
4. All the investment proposals should have positive environmental impact assessment (EIA), if for such kind of activities an EIA is required by the national legislation. When the relevant legislation does not require positive environmental impact assessment, the applicants have to present a statement by the relevant institutions for exception of the rule for environmental impact assessment
5. All supplies have to be supported by detailed technical specification, relevant unit prices and total price.
6. All prices concerning investment activities have to be in Euro (without VAT).

Priority Axis 2 – Enhancing capacity for joint planning, problem solving and development

Key Area of Intervention 1 – Links and networking on institutional, business and educational levels

1. Establishment and/or promotion of institutional, business and educational networking on both side of the border;
2. Establishment of cooperation between educational institutions, business and the market;
3. Support for joint databases and information provision in order to promote movement of people and services;
4. Development of joint training, best practices transfer, scientific exchange and educational facilities for knowledge based economy;
5. Cross-border initiatives for the promotion of entrepreneurial cooperations: training programmes, development of support schemes and establishment of economic networks;
6. Support for the setting up of the joint ventures, co-operatives or consortia for joint manufacturing or provision of tourist services – preparation of business and marketing plans, market studies, market and PR campaigns, direct export sales and marketing, etc.;
7. Information services for entrepreneurs active in the border region: creation of databases, joint business directories, Internet platforms, various Internet-based informational resources, etc.;
8. Preparation of joint research studies for market opportunities;
9. Joint activities for business-support of cross-border business activities: establishment of centres to support cross-border business initiatives, development of joint marketing and promotion services, use of IT for promoting cross-border cooperation between companies, establishment of data bases for regional stakeholders, joint initiatives for attracting direct investment in the cross-border region and strengthening the transfer of expertise, etc.

Key Area of Intervention 2 – Sustainable development through efficient utilization of regional resources

1. Activities for development of green-, rural-, cultural- eco- etc. tourism as a factor for increasing employment;
2. Organization of cross-border cultural events;
3. Increase the competitiveness of enterprises by focusing on R&D activities and innovations;
4. Joint projects in employment creation, human resources management and equal opportunities for the vulnerable groups within the labour market;
5. Exchange of know-how of modern information and communication technologies;
6. Joint projects in business, economic and regional development etc.;
7. Organization of cross-border business events, seminars, workshops;
8. Joint activities and cooperation in cases of emergency;
9. Establishment of network and cooperation between the existing environmental institutions (i.e. environment protection agencies, administrations of the protected areas) for the maintenance of the sustainability of ecosystems and protection of the shared natural environment, a cross-border integrated approach and networking;
10. Development of the joint/correlated management plans for the nature protected areas;
11. Development of joint plans and joint solutions for biodiversity safeguarding;
12. Development and implementation of the joint plans, educational and training programmes for pollution prevention;
13. Development of joint early warning systems for prevention of natural disasters;
14. Joint development and promotion of tools and techniques for the establishment of common cross border tourism based on the opportunities for sustainable use of natural resource;
15. Joint studies on climate change impacts on the area and joint action plans for reducing these impacts;
16. Joint studies related to the increase of the energy efficiency and of the use of renewable energies;
17. Joint research studies, inventories, data collection, information and know how exchange on cross-border area's natural resources protection;
18. Reduction of negative effects of economic activities on the environment and encouraging of friendly environmental economic activities;
19. Joint public awareness campaigns for environmental protection and nature-friendly behaviour: joint conferences, workshops, exhibitions, bi/multi-lingual promotional literature;
20. Joint cross-border information campaigns focused on environmental protection, including cross-border and international workshops on environmental risk prevention and fight against climate change challenges;
21. Activities for mitigation of environmental pollution in mining sites (for example exchange of experience, cross-border studies, elaboration of sustainable management plans, etc.);
22. Cross-border cooperation of cultural institutions and organisations;
23. Creation of new common cross-border cultural products and services;
24. Activities for development of cultural tourism as a factor for increase of employment;
25. Establishment of information networks for promotion of common cultural heritage in the region;
26. Exchange of best practices and know-how in the sphere of revival and preservation of the cultural heritage, promotion of cultural sites and their transformation into tourist sites;
27. Elaboration of models for the management of cultural sites;
28. Activities reducing and avoiding negative effects of economic activities on the authenticity of the cultural heritage;
29. Cultural cooperation through development of joint traditional and new festivals, exhibitions, cultural events, etc.;
30. Encouragement/revitalization of traditional craftsmanship, traditional customs and cultural heritage, and rural tourism development;
31. Development of new cross border integrated rural tourism products covering the whole tourism cycle – destinations, services and skills development, interpretation programmes, marketing and promotion, etc., which could promote employment in the border area;
32. Activities related to marketing and advertising of the rural sights, such as publishing of brochures and leaflets, promotion of rural products in the particular area; organization of exhibitions or seminars, creation of databases, web pages and multimedia products, identification of the existing needs and trends of the market and development of proper marketing strategies for the products, etc.;
33. Initiation of partnerships among local stakeholders in the border area and implementation of joint activities aimed at awareness raising, marketing and promotion, capacity building, organization of round tables and workshops for discussing topics related to sustainable rural tourism development and to valorization of local assets and cultural heritage.

Key Area of Intervention 3 – People to people actions

1. **Environment:** Projects focused on specific regional environment issues, such as drafting studies, problem assessment, environmental training and activities aimed at increasing public environmental awareness, small scale support to wastewater management, environmental management and pollution prevention, dealing with problems exacerbated by the proximity to the border.
2. **Education exchanges and training initiatives:** Development of quality education by encouraging cooperation between people and institutions at both sides of the border through a wide range of activities, such as promoting the mobility of citizens; innovative teaching and learning projects; networks of academic and professional expertise; designing joint study programmes, establishing networks, exchanging information, thus also promoting life-long learning for all citizens of the border region.
3. **Economic Development:** Support for small projects focusing on development of local economies, which will help to enhance the economic base of the border region. For example proposals for support schemes of small-scale enterprises, marketing initiatives, fairs, exhibitions and advertising events, etc.; establishment of cross-border co-operation structures and partnerships among support organizations; local employment, education and training initiatives. Projects directed to local and regional tourism get particular support as an important tool for both cultural and economic cohesion among the border regions.
4. **Measures to promote cooperation in health, particularly the sharing of resources and facilities on a cross-border basis:** Development of quality education by encouraging cooperation between people and institutions at both sides of the border through a wide range of activities, such as promoting the mobility of citizens; innovative teaching and learning projects; networks of academic and professional expertise; designing joint study programmes, establishing networks, exchanging information, thus also promoting life-long learning for all citizens of the border region.
5. **Local Democracy – schemes improving the capacity of organizational structures in public administration and other institutions at local and regional level:** Schemes will be supported that help to create and intensify the skills of organizational structures in local and regional public administration and other elements of democratic society (NGOs including civil associations, public benefit corporations, religious institutions, consumer protection organizations, professional chambers and local and regional municipal authorities, trade unions, etc.). Relevant training courses and information will be provided in support of exchange visits, project preparation and procedural matters. Joint projects may also involve the elaboration of materials for distance learning etc. Exchange of know-how and experience in education at various levels will also be supported. Also eligible are such activities in the relevant region which strengthen the measures of information dissemination and awareness-raising and training activities that encourage links and networking between civil society organizations and local and regional authorities across the border.
6. **Anti-discrimination, unemployment, vocational and career mentoring and advice –** Support to wide range of activities intended to promote the integration of various disadvantaged groups; collective actions to assist people with disabilities; combat discrimination on grounds of racial or ethnic origin, religion or belief, disability, age and sexual orientation; promoting dialogue with civil society organisations; carrying out analysis and evaluation, developing the capacity to combat and prevent discrimination, and raising awareness, etc.
7. **Cultural exchanges** and promotional events of cultural heritage or natural attractions – The Programme will support initiatives aimed at improving cultural relations between Bulgaria and Serbia; promoting the exchange of experience, skills and ideas for projects in the future mutual exchanges among youth; folk undertakings; development of cultural traditions; creation and development of cultural networks on either side of the border and the establishment of information and training centres for cultural exchange, etc. It will support also the studying of cultural historical heritage in the border area; popularising historical cultural heritage of the region; joining young people to local cultures; creating a positive notion of history, culture and art of neighbouring countries; creating a model of useful and stable practice for co-operation between different institutions; promotion of cultural tourist product; creation of information network and strategy for representing of the cultural tourist product(s), etc.

QUESTIONNAIRE FOR TRAINING PARTICIPANTS

1. Basic Data

Name and surname: _____

Contact telephone: _____

Email: _____

Age group:

(Please tick your age group)

20-25	26-30	31-35	36-40	40+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Your current position

Name of the institution: _____

Your current position: _____

Your current area of activities: _____

How long have you been in your current position? _____

Years

Months

How long have you participated in the team for project preparation and implementation? _____

Years

Months

3. Education and Training

Please tick your formal education level:

Secondary school	College of further education	Faculty	Master / Magistar	Doctorate
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Language skills: Rate your knowledge on the scale from 1 to 5 (1 – basic; 5 - excellent)

Language	Reading	Speaking	Writing
English			
Bulgarian			
Serbian			

Computer skills: Rate your knowledge on the scale from 1 to 5 (1 – basic; 5 - excellent)

MS Office				
Financial / accounting				
Other IT skills				

Have you attended any training/seminars related to the project preparation and implementation?

(tick relevant option)

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If yes, please list past training courses attended

Period	Duration	Topic	Provider

4. Your professional experience in EU funded projects:

Please indicate your overall experience in relation with EU funded projects:

(tick relevant option)

None	Less than 1 year	1 to 2 years	2 to 4 years	More than 5 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluate your previous experience in project preparation and implementation on a scale of 1 to 5:
(tick relevant option, 5 – excellent; 1 – basic):

	1	2	3	4	5
Identification of project idea	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Definition of project activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project justification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparation of project proposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collecting supporting documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparation of logical framework	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparation of infrastructure projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public procurement procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity and EU Visibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project monitoring and evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In your opinion, what are the biggest problems you are facing in the preparation and implementation of projects financed from IPA cross-border programs? (tick all relevant option):

Problems		Specification of what difficulties specifically
Lack of information about ongoing calls for proposals and available funds	<input type="checkbox"/>	
Complicated application procedures (application forms, supporting documents, English language)	<input type="checkbox"/>	
Procedures for implementation of projects are too complicated	<input type="checkbox"/>	
Difficulties in partnerships' relations (incl. difficulties in finding suitable and reliable partners)	<input type="checkbox"/>	
Lack of financial resources for co-financing and pre-financing of projects	<input type="checkbox"/>	

5. Training needs

If you would like to participate in trainings organized within the project BEST, which one of the following topic you would you be interested in:

No	TOPIC	Importance for You (tick only one option per topic)			
		Not relevant	Partly relevant	Relevant	Priority
1.	PROGRAMME				
1.1.	Instrument for Pre-accession (IPA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.	Bulgaria - Serbia IPA Cross-border Programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3.	Others programme, please specify _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	PROJECTS PREPARATION				
2.1.	Rules of the Call for Proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.	Project idea and partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3.	The logical framework approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4.	Preparation of the project Applications (Application Form and supporting documents)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

№	TOPIC	Importance for You (tick only one option per topic)			
		Not relevant	Partly relevant	Relevant	Priority
2.5.	Preparation of the Infrastructure projects under Bulgaria - Serbia IPA Cross-border Programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	PROJECT IMPLEMENTATION				
3.1.	Subsidy contract and contracting procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.	Initial activities and project setting up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.	Public procurement (PRAG)- Procurement Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4.	Public procurement (PRAG)-Services/ Supplies/ Works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5.	Financial Management of the project: <ul style="list-style-type: none"> - Pre and co-financing rules - Eligibility of expenditure - First level control (FLC): Validation of expenditure - Submission of Request for payment 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6.	Reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7.	Publicity and EU Visibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8.	Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9.	Modification of Subsidy contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10.	Project Closure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	MONITORING AND EVALUATION				
4.1.	Internal Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2.	External Monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3.	Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.4.	Audit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Which is your favourite training method? (You can tick more than one option)

Workshop	Lectures	Consultation	In-service training
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Which are your expectations from this training course?

Thank you for cooperation !