

TRAINING NEEDS ASSESSEMENT – TOWARDS SUSTAINABLE NATIONAL TRAINING STRATEGIES

ROADMAP FOR THE CAPITALISATION AND
ADAPTATION OF COE TOOLS AND FRAMEWORKS
DEDICATED TO SUPPORT HUMAN RESOURCES
MANAGEMENT IN THE PA IN ALBANIA

Authors

Council of Europe Office in Tirana

Developed by ISIG – Institute of International
Sociology of Gorizia

The opinions expressed in this work are the responsibility of the authors and do not necessarily reflect the official policy of the Council of Europe.

All rights reserved. No part of this publication may be translated, reproduced or transmitted, in any form or by any means, electronic (CD-ROM, internet, etc.) or mechanical, including photocopying, recording or any information storage or retrieval system, without prior permission in writing from Council of Europe Office in Tirana.

Council of Europe

Council of Europe Office in Tirana -
<https://www.coe.int/en/web/tirana/about-us>

© Council of Europe Office in Tirana, 2019

Council of Europe Office in Tirana

As of January 2017, the Council of Europe Office in Tirana, led by the Head of Office, implements eleven projects under the authority of the respective CoE Directorates General. Out of these eleven, seven are part of the Horizontal Facility - a co-operation framework of the Council of Europe and the EU aiming at supporting the Western Balkans and Turkey to comply with European standards, focusing on three areas: (1) Ensuring justice; (2) Fighting corruption, economic crime and organized crime; (3) Promoting anti-discrimination and protecting the rights of vulnerable groups. Three other joint projects with EU focus on protection of minority rights, fight against discrimination and freedom of expression, while a bilateral cooperation with Switzerland, since 2009, aims at strengthening the local government structures and cooperation of local elected representatives in Albania.

ISIG – Institute of International Sociology Gorizia

ISIG is an independent research institute in the field of social sciences.

Founded in 1968 in Gorizia (Italy), ISIG envisages a future of peaceful relations fostered by an international understanding, based on the acknowledgment of differences as resources.

ISIG carries out research at national and international levels, gathering knowledge on the problems arising from relations between states, ethnic groups and on the cultural, economic and social development of communities.

INDEX

EXECUTIVE SUMMARY	7
<u>1 REVAMPING ASPA TRAINING STRATEGY</u>	<u>9</u>
1.1. FIRST APPROACH TO TNA IN ALBANIA	9
1.2. PAVING THE WAY FOR CHANGE: REVIEW OF THE TNA METHODOLOGY	9
1.3. PROPOSED REVIEW FRAMEWORK – CoE TNA TOOL.....	9
1.4. BEYOND TNA – TOWARDS A SUSTAINABLE NATIONAL TRAINING STRATEGY	11
1.1.1 STAKEHOLDER ANALYSIS	11
1.1.2 URSO - TOOLKIT FOR MONITORING AND EVALUATION OF TRAINING PROGRAMMES FOR PROFESSIONAL DEVELOPMENT OF LOCAL GOVERNMENT.....	11
<u>2 COE TNA TOOLKIT</u>	<u>13</u>
2.1 TNA TOOL – HOW DOES IT WORK?	13
2.2 TNA – PROBLEM APPROACH COMPONENT	15
2.3 TNA – ADAPTATION PROCESS.....	17
<u>3 STAKEHOLDER ANALYSIS</u>	<u>20</u>
<u>4 URSO – MONITORING AND EVALUATION OF TRAINING PROGRAMMES.....</u>	<u>21</u>

LIST OF FIGURES

Figure 1 – Different approaches to TNA.....	9
Figure 2 – CoE TNA Tool – assumptions and processes	10
Figure 3 – Overall Roadmap for the New ASPA Training Strategy	12
Figure 4 – CoE TNA Tool – Operational steps.....	14
Figure 5 – Spheres in which problems may occur	16
Figure 7 – Problem approach to TNA	17
Figure 8 – Steps for Adaptation process of the TNA tool.....	19
Figure 9 – Civil Participation Tool components.....	20
Figure 10 – URSO -Logic Flow	22

LIST OF ACRONYMS

ASPA – Albanian School of Public Administration

CoE – Council of Europe

LGU – Local Self-Government Unit

TNA– Training needs Assessment

PA – Public Administration

REFERENCE MATERIAL

CoE, 2017, Training Needs Analysis & National Training Strategies Toolkit. Available at: Training Needs Analysis & National Training Strategies Toolkit, 2017. Available at: <https://www.coe.int/en/web/good-governance/toolkits> (last consulted April 2019)

CoE, 2017, Civil participation in Decision Making Toolkit. Available at: <https://rm.coe.int/civil-participation-in-decision-making-toolkit-/168075c1a5> (last consulted April 2019)

CoE, 2018, URSO - Toolkit for Monitoring and Evaluation of Training Programmes for Professional Development of Local Government. Available at: <https://www.coe.int/en/web/good-governance/urso> (last consulted April 2019)