



ACTION PLAN FOR IMPLEMENTING AND MONITORING OF THE CIVIL SERVANTS TRAINING STRATEGY

The Action Plan is constitutive part of the Civil Servants Training Strategy. The Action Plan reviews the measures and activities to be carried out in order to achieve the goals of the Strategy, the terms and indicators of successfulness. The Civil Servants Training Strategy sets forth the following concrete goals:

- Development of a sustainable and stable system of high-quality training with clearly established training goals, in accordance with the needs of the target groups;
- Building capacities of the system for coordination of civil servants training;
- Development of a sustainable and stable system of financing the training;
- Development of a culture of continuous learning and of the human potential in the civil service.

These goals refer to the period covered in the Strategy, i.e. 2009-2011, according to which the deadlines for carrying out the measures and activities are appropriately defined. At the beginning of the third year of the implementation of the Strategy, activities of planning further actions of development of the training system in the next three-year period shall commence.

Each of the above goals may be treated as a project containing appropriate measures and activities, deadlines and success indicators.

In order to provide as efficient implementation of the Strategy as possible, the Civil Servants Agency (hereinafter "CSA") shall, as an organ primarily responsible for the carrying out, coordination and monitoring of the Strategy's implementation, appoint adequate number of coordinators (in compliance with the complexity of the tasks) to be responsible for implementation, coordination and monitoring of the respective goal. Each coordinator shall prepare more detailed action plans for the goal they are responsible. Coordinators shall be in constant communication and coordination between each other in order to provide uniform implementation of the goals of the Strategy. Project managers will answer to CSA's Secretary General.

In the initial period, coordinators shall answer for their work to CSA's Secretary General, and after establishing and equipping the Training Department with personnel, the responsibility of implementation, coordination and monitoring thereof shall be taken over by the employees of the Department.

GOAL 1: DEVELOPMENT OF A SUSTAINABLE AND STABLE SYSTEM OF HIGH-QUALITY TRAINING WITH CLEARLY ESTABLISHED GOALS OF THE TRAINING, IN ACCORDANCE WITH THE NEEDS OF THE TARGET GROUPS

Measures	Activities	Responsible body	Deadline	Indicator of successfulness
1. Provide systematic organization and quality in carrying out the training	1.1. Prepare individual training curricula	CSA	June 2009 after that annual updating	Training programmes prepared
	1.2. Prepare training programme for secretaries	CSA	June 2009	Programme for secretaries prepared
	1.3. Prepare and publish a Catalogue of Trainings	CSA	Annually in September	Catalogue prepared and published
2. Ensure sustainability and stability of the system and training implementation				
(A) Establish a specific organizational structure within CSA to be responsible for planning and conducting the training of civil servants	2.1 Make changes in the Rulebooks on the Internal Organization and Systematization of CSA	CSA	December 2008	Rulebooks adopted
	2.2. Personnel equipping through employing and/or re-assigning at least 5 employees per year for 2009 and 2010	CSA	March 2009 March 2010	Employments realized
	2.3. Preparation of a special training programme for the employees in the Department of Training	CSA	June 2009	Programme prepared
	2.4. Training of the employees in the Department of Training	CSA	December 2009	Training realized and employees prepared to execute their tasks
(B) Building lists of trainers	2.5. Define criteria and standards for selection of trainers	CSA	September 2009	Standards and criteria adopted by CSA
	2.6 Analysis of the needed number and profile of trainers	CSA	September 2009	Analysis completed
	2.7. Establish a system of electronic applying of trainers	CSA	December 2009	Software designed and operational
	2.8. Select trainers	CSA	December 2009	Trainers selected
	2.9 Prepare the Programme for training trainers aimed at building trainers from the civil service	CSA	December 2009	Programme prepared

	2.10. Carry out the training of trainers from the civil service	CSA	March 2010	Civil servants-trainers ready to carry out training in the relevant
3. Provide physical conditions for carrying out training of civil servants	3.1 Renovate the premises in the building of "Nova Makedonija"	PE for managing residential and business space	December 2009	Premises renovated
	3.2 Equipping the premises in the building of "Nova Makedonija" with all necessary technical and other aids for training	CSA (in cooperation with GRM)	June 2009	Premises fully prepared for carrying out trainings
4. Provide quality of training	4.1. Prepare questionnaires for assessment of trainings	CSA	September 2009	Questionnaires prepared
5. Carry out trainings and functioning of the training system	5.1. Establish a system of electronic applying of candidates for training	CSA	June 2010	The system of electronic applying of candidates for training established
	5.2 Training on the use of the system of electronic applying for training	CSA	December 2010	Training carried out

GOAL 2: BUILDING CAPACITIES OF THE TRAINING COORDINATION SYSTEM OF THE CIVIL SERVICE

Measures	Activities	Responsible body	Deadline	Indicator of successfulness
1. Strengthening the capacities of the employees in the units of human resources management in the bodies and in local self-government	1.a. Prepare and carry out training of heads of human resources management units (HRMU)	CSA in cooperation with GOFRE Project Office	December 2008	Programme prepared and training carried out
	1.b. Prepare and carry out a training programme for the members of the Expert Working Group and the Training Council	CSA in cooperation with GOFRE Project Office	December 2008	Programme prepared and training carried out
	1.1. Prepare and carry out a training programme for the employees in the human resources management units	CSA in cooperation with GOFRE Project Office	December 2009	Programme prepared and training carried out

GOAL 3: DEVELOPMENT OF A SUSTAINABLE AND STABLE SYSTEM FOR FINANCING TRAININGS

Measures	Activities	Responsible body	Deadline	Indicator of successfulness
1. Providing a sustainable and stable system of financing	1.1. Provide funds in the budget of CSA for carrying out the annual Programme for Generic Training	CSA	annually	The means necessary for functioning of the training system incorporated in the budget calculation of CSA for 2009 and in the Strategic Plan for 2009 - 2011
	1.2. Incorporation of guidelines in the budget circular letter, budget users in which civil servants are employed shall allocate 0.5% of the salary of civil servants for training	Ministry of Finance (MF) in cooperation with CSA	annually	Guidelines incorporated in the budget circular
	1.3. Present the Strategy and its goals before the donor community	CSA	March 2009	At least 5 meetings with donor agencies held

GOAL 4: DEVELOPMENT OF CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT OF THE HUMAN POTENTIAL IN CIVIL SERVICE

Measures	Activities	Responsible body	Deadline	Indicator of successfulness
1. Building awareness of the importance of learning in carrying out the responsibilities of the body and the local self-government	1.1. Provide a special chapter on civil servants training in every body and municipalities, in the framework of their strategic plans	Bodies	Deadlines in accordance with the process of strategic planning	Special chapters on training civil servants prepared
	1.2. Organize workshops to discuss how to strengthen the culture of learning in the bodies and local self-government	CSA	Regularly during the whole period of the Strategy	At least 1 workshop a year organized
	1.3. Establish the systems of exchange of information and knowledge that were received or learned by the civil servants attending the trainings	the bodies in cooperation with CSA	June 2010	Systems of information exchange function in at least 30% of the bodies
	1.4. Organize meetings and workshops with universities, institutes and other educational organizations to review the possibilities of close cooperation in the area of education and training future and present civil servants	CSA in cooperation with the Government (Gen. Sec)	During 2009	At least 3 workshops organized to identify the possible ways of cooperation
	1.5. Prepare a plan for cooperation with foreign training institutions and centers	CSA	October 2009	The plan of cooperation prepared

FISCAL IMPACTS OF THE REALIZATION OF THE STRATEGY FOR CIVIL SERVANTS TRAINING

Hereinafter are given the impacts on legislation and other regulations as well as the fiscal impacts from the realization of the Strategy.

Impacts on legislation and other regulations

In order to create conditions for carrying out certain solutions provided for in the Strategy for Civil Servants Training and the Action Plan, it is necessary to make changes and supplement the Law on Civil Servants and adopt other regulations.

Fiscal impacts

The assessment of the fiscal impacts is indicative. It is based on the presumption that CSA shall carry out some activities with its own potential, i.e. the funds will be provided from the budget of CSA, whereas other activities may be expected to a great extent of certainty to be financed in the framework of the projects that are at CSA's disposal, including projects under IPA Programme.¹ These calculations do not include the regular costs of CSA incurred with the realization of each of the planned activities, regardless of the source of financing.

In the preparation of detailed action plans for each goal, the financial and other resources necessary for realization of individual activities shall be precisely fixed.

Recapitulation of indicative costs and sources of financing in carrying out the Strategy

Fiscal year	Source of financing		TOTAL (in MKD)
	Budget of CSA	donors	
2008	0	250.000	250.000
2009	33.000.000	3.000.000	36.000.000
2010	14.500.000	100.000	14.600.000
2011	10.350.000	0	10.350.000
ВКУПНО	57.850.000	3.350.000	61.200.000

¹ In the framework of implementation of the Project "Support of PAR" as part of the 2007 IPA Programme, support to the strengthening of CSA's capacity for human resource management is provided. According to the present situation, the project is expected to be operational by the end of the first quarter of 2009.

GOAL 1: DEVELOPMENT OF A SUSTAINABLE AND STABLE SYSTEM OF HIGH-QUALITY TRAINING WITH CLEARLY ESTABLISHED GOALS OF THE TRAINING, IN ACCORDANCE WITH THE NEEDS OF THE TARGET GROUPS

Measures	Activities	Description of the source of funds	Total funds needed indicatively (in MKD)
1. Provide systematic organization and quality in carrying out the training	1.1. Prepare individual training curricula	Under 2007 IPA financed project	300.000
	1.2. Prepare training programme for secretaries	Under 2007 IPA financed project	150.000
	1.3. Prepare and publish a Catalogue of Trainings	CSA	(3x) 150.000
SUBTOTAL			900.000
2. Ensure sustainability and stability of the system and training implementation			
(A) Establish a specific organizational structure within CSA to be responsible for planning and conducting the training of civil servants	2.1 Make changes in the Rulebooks on the Internal Organization and Systematization of CSA	CSA	none
	2.2. Personnel equipping through employing and/or re-assigning at least 5 employees per year for 2009 and 2010	CSA (annual gross salary ²)	(2x) 2.250.000
	2.3. Preparation of a special training programme for the employees in the Department of Training	Under 2007 IPA financed project	100.000
	2.4. Training of the employees in the Department of Training	under 2007 IPA financed project for 2009 , and after that CSA	(2x) 100.000
(B) Building lists of trainers	2.5. Define criteria and standards for selection of trainers	Under 2007 IPA financed project	100.000
	2.6 Analysis of the needed number and profile of trainers	Under 2007 IPA financed project	100.000
	2.7. Establish a system of electronic applying of trainers	Designing a special software (possibility for its designing under 2007 IPA financed project)	1.500.000
	2.8. Select trainers	CSA	200.000

² As a basis has been taken the average annual gross salary for the position of Senior Associate, which for 2008 amounts 450,000 MKD.

	2.9 Prepare the Programme for training trainers aimed at building trainers from the civil service	Under 2007 IPA financed project	150.000
	2.10. Carry out the training of trainers from the civil service	CSA	150.000
SUBTOTAL			7.000.000
3. Provide physical conditions for carrying out training of civil servants	3.1 Renovate the premises in the building of "Nova Makedonija"	In accordance with a decision of the Government of RM, the realization of the works is entrusted to the PE for residential and business space management of RM	According to a project and specifications prepared by the PE
	3.2 Equipping the premises in the building of "Nova Makedonija" with all necessary technical and other aids for training	CSA (possibility for donor assistance)	20.000.000
SUBTOTAL			20.000.000
4. Provide quality of training	4.1. Prepare questionnaires for assessment of trainings	Under 2007 IPA financed project	100.000
SUBTOTAL			100.000
5. Carry out trainings and functioning of the training system	5.1. Establish a system of electronic applying of candidates for training	CSA (possibility for donor assistance)	1.500.000
	5.2 Training on the use of the system of electronic applying for training	CSA	150.000
SUBTOTAL			1.650.000
TOTAL			29.650.000

GOAL 2: BUILDING CAPACITIES OF THE TRAINING COORDINATION SYSTEM OF THE CIVIL SERVICE				
Measures	Activities	Description of the source of funds		Total funds needed indicatively (in MKD)
1. Strengthening the capacities of the employees in the units of human resources management in the bodies and in local self-government	1.a. Prepare and carry out training of heads of human resources management units (HRMU)	Under GOFRE Project		150.000
	1.b. Prepare and carry out a training programme for the members of the Expert Working Group and the Training Council	Under GOFRE Project		100.000
	1.1. Prepare and carry out a training programme for the employees in the human resources management units	Under GOFRE Project		200.000
TOTAL				450.000

GOAL 3: DEVELOPMENT OF A SUSTAINABLE AND STABLE SYSTEM FOR FINANCING TRAININGS

Measures	Activities	Description of the source of funds	Total funds needed indicatively (in MKD)
1. Providing a sustainable and stable system of financing	1.1. Provide funds in the budget of CSA for carrying out the annual Programme for Generic Training	CSA	(3x) 10.000.000
	1.2. Incorporation of guidelines in the budget circular letter, budget users in which civil servants are employed shall allocate 0.5% of the salary of civil servants for training	MF (Ministry of Finance)	///
	1.3. Present the Strategy and its goals before the donor community	CSA	100.000
TOTAL			30.100.000

GOAL 4: DEVELOPMENT OF CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT OF THE HUMAN POTENTIAL IN CIVIL SERVICE

Measures	Activities	Description of the source of funds	Total funds needed indicatively (in MKD)
1. Building awareness of the importance of learning in carrying out the responsibilities of the body and the local self-government	1.1. Provide a special chapter on civil servants training in every body and municipalities, in the framework of their strategic plans	The bodies	///
	1.2. Organize workshops to discuss how to strengthen the culture of learning in the bodies and local self-government	under 2007 IPA financed project for 2009 and after that CSA.	(3x) 200.000
	1.3. Establish the systems of exchange of information and knowledge that were received or learned by the civil servants attending the trainings	Under 2007 IPA financed project	100.000
	1.4. Organize meetings and workshops with universities, institutes and other educational organizations to review the possibilities of close cooperation in the area of education and training future and present civil servants	CSA	300.000
	1.5. Prepare a plan for cooperation with foreign training institutions and centers	CSA	///
TOTAL			1.000.000