

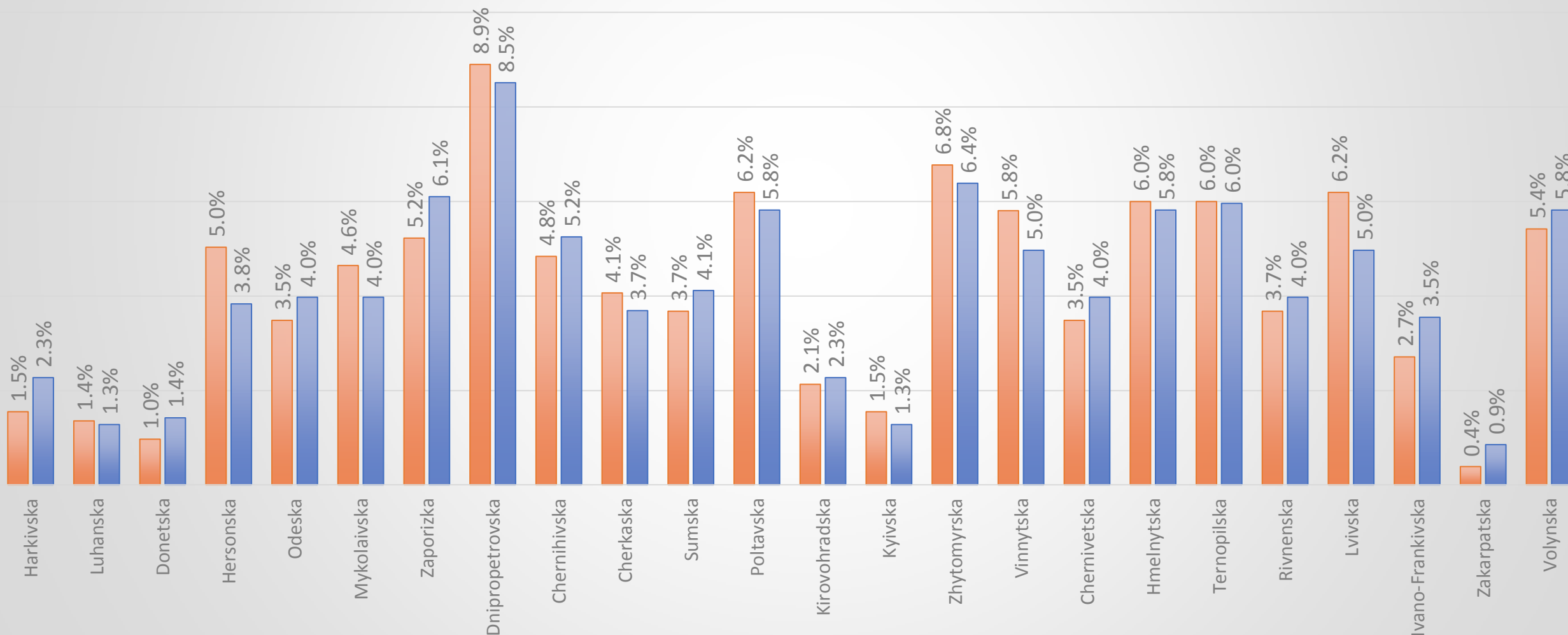


APPENDIX 6: PRESENTATION «TRAINING NEEDS ANALYSIS OF THE AMALGAMATED TERRITORIAL COMMUNITIES IN UKRAINE»

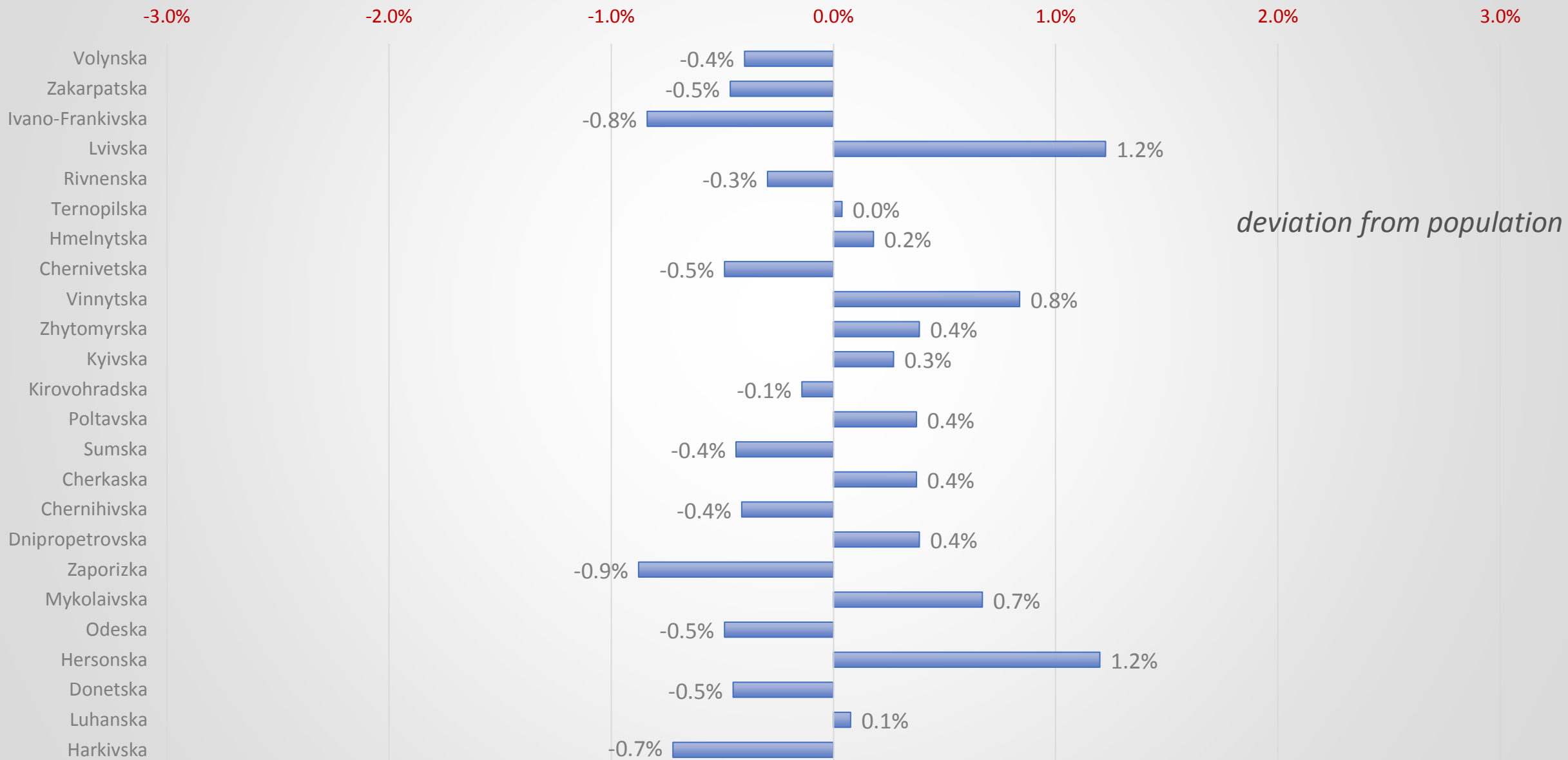
- The research was conducted between November 2018 and end of January 2019 using CATI (computer assisted telephone interview) technique. The questionnaire consisted of 42 questions.
- Out of all 705 ATCs, where the first local elections were held until December 2018, 517 completed interviews (73%) were conducted
- The geographic (regional) structure of the resultant sample deviates from the population for maximum 1.2%. Same applies to the distribution of represented ACs by type of the unit (rural, village, urban).
- Field research was implemented by KYIV INTERNATIONAL INSTITUTE of SOCIOLOGY

Location of administrative units: research data vs. population data

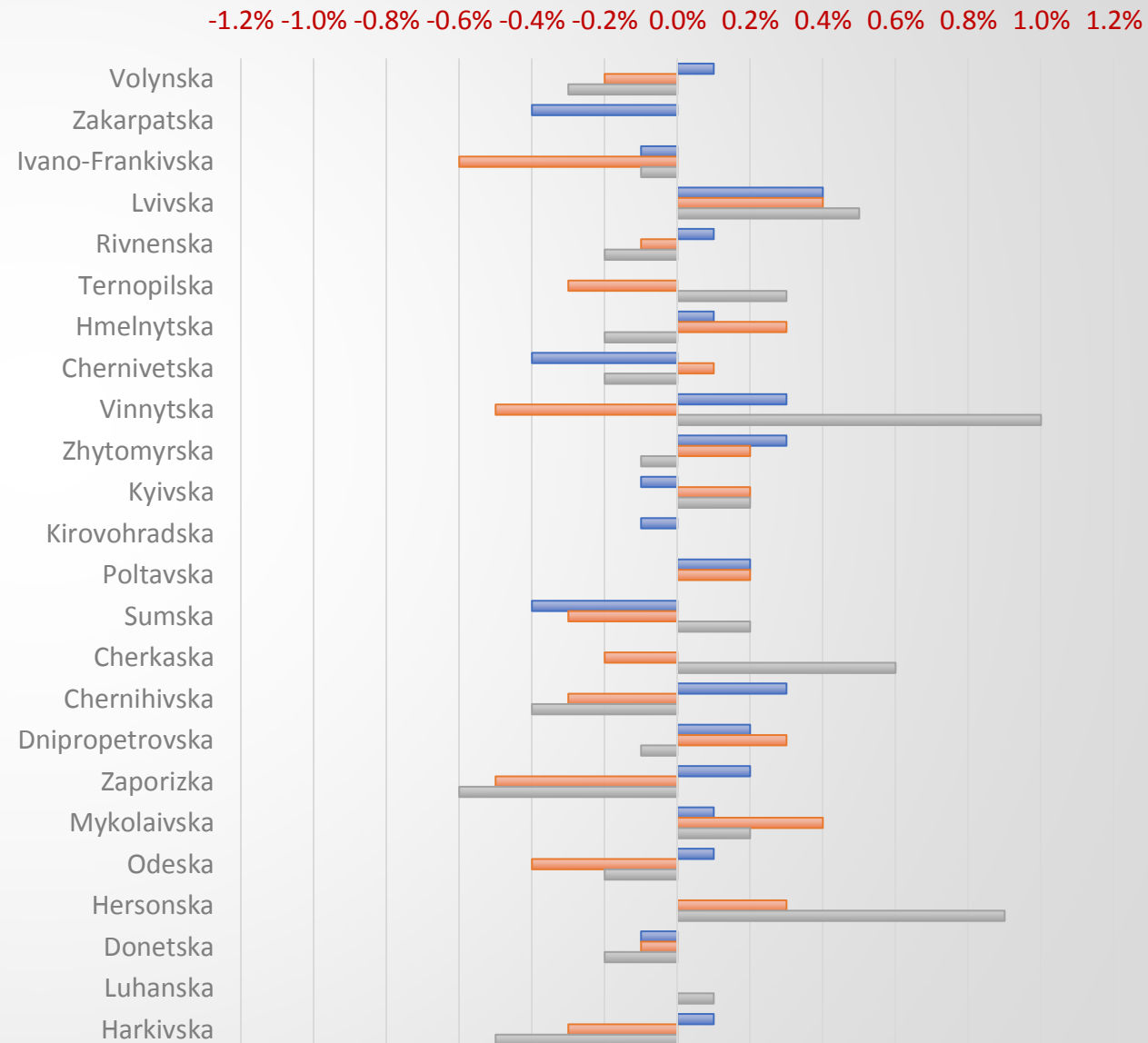
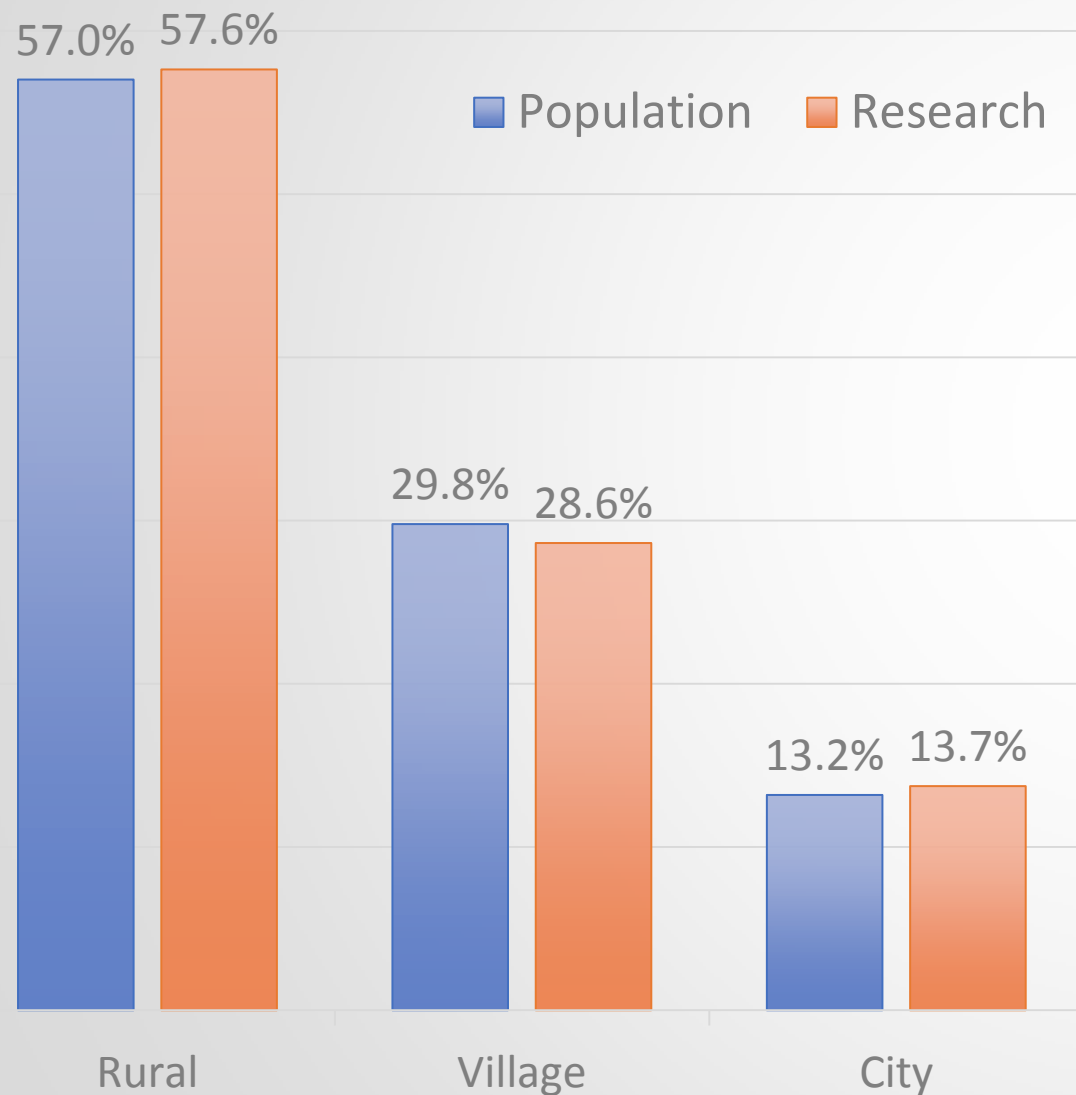
Population Research



Location of administrative units: research data vs. population data



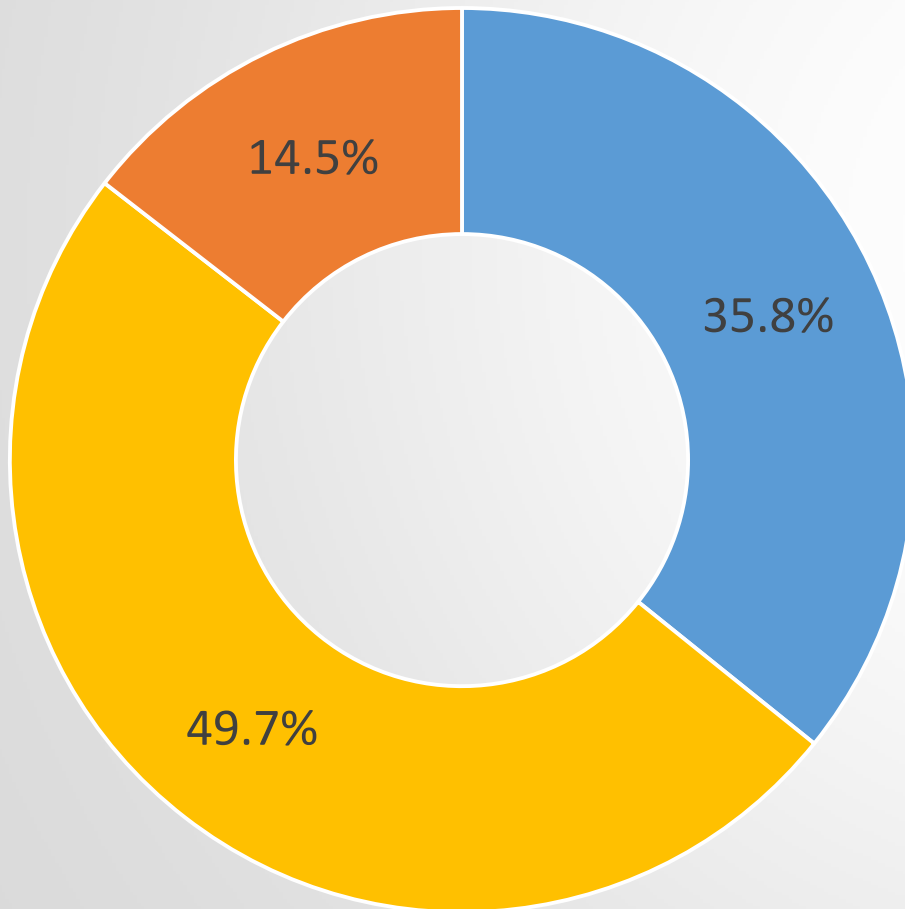
Type of administrative units: research data vs. population data



Size of local government unit

Total (n=517)

■ Up to 5,000 residents ■ From 5,000 up to 15,000 residents ■ Over 15,000

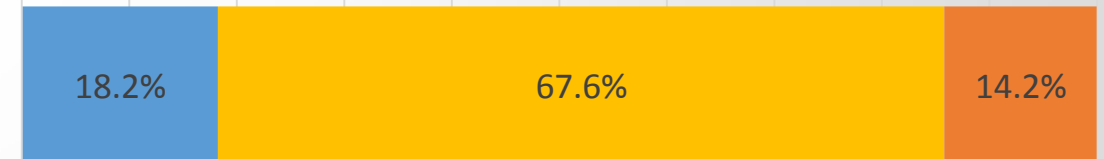


Profile of amalgamated community

Rural (n=298)



Village (n=148)

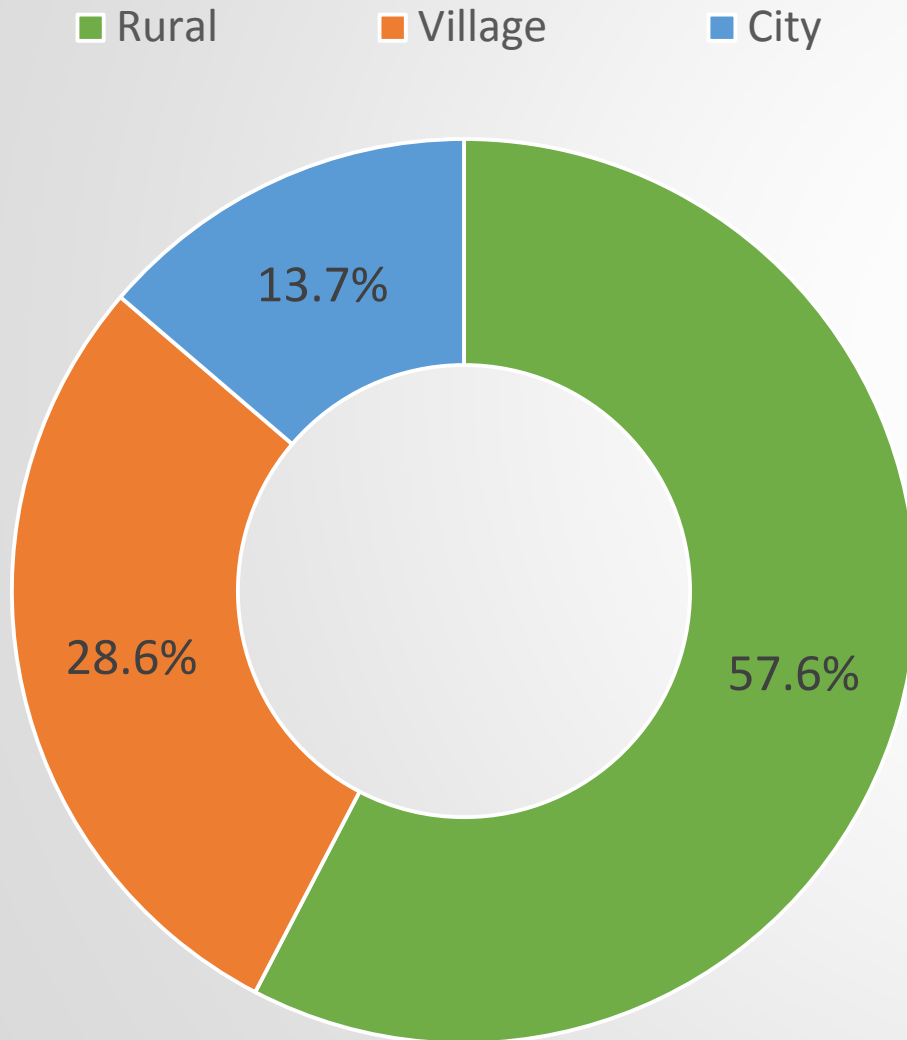


City (n=71)

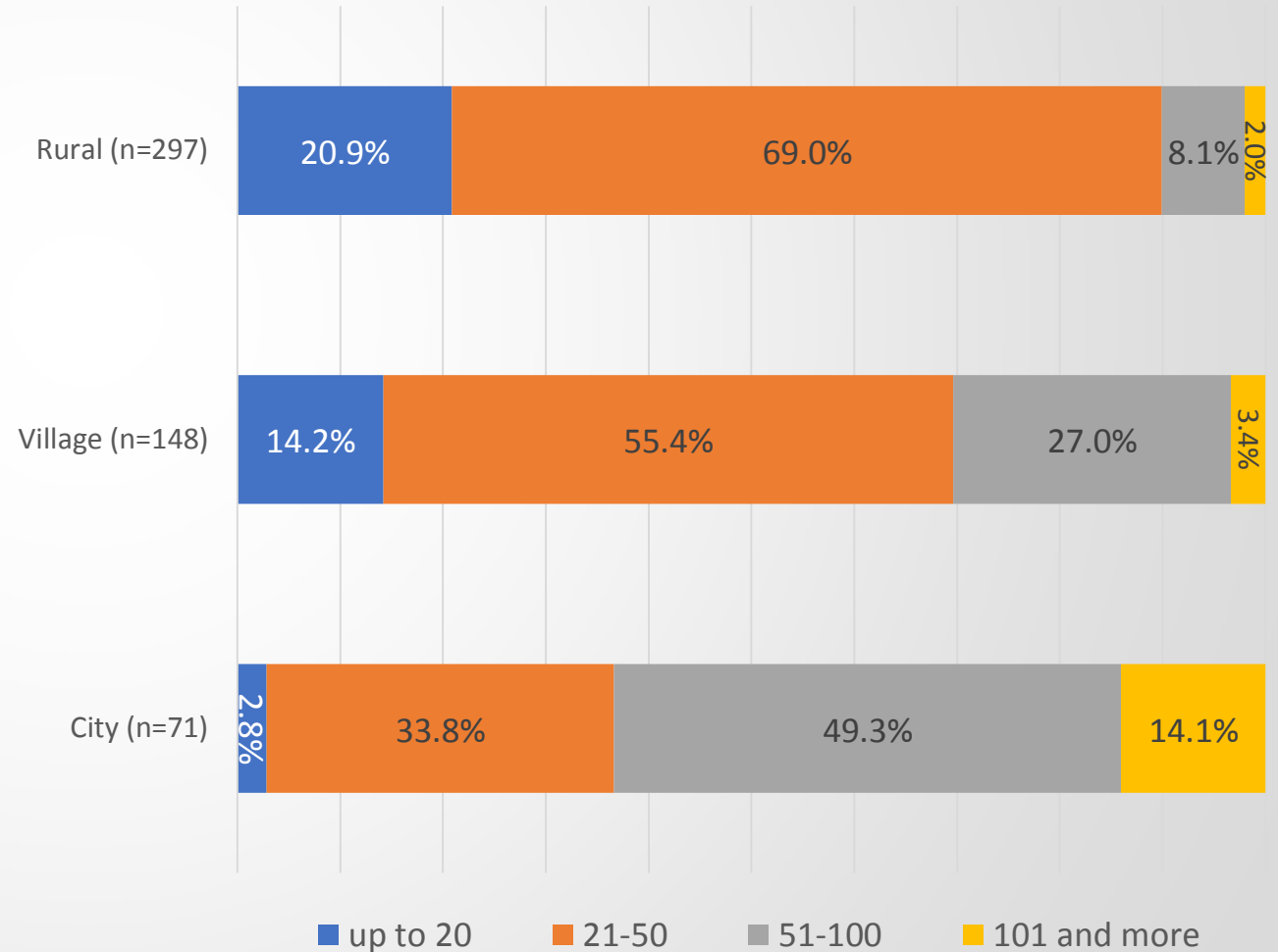


Profile of amalgamated community

Total (n=517)

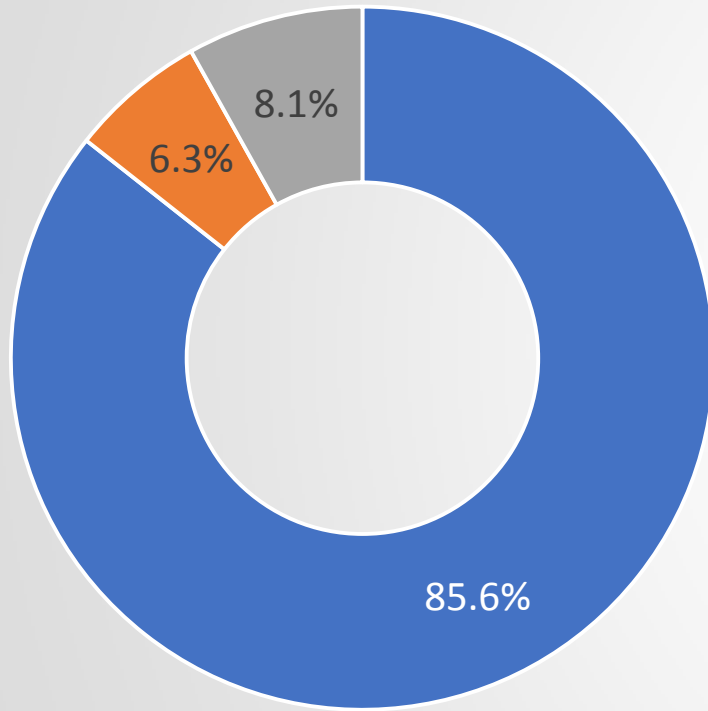


q32) How many officials are employed at your municipality?

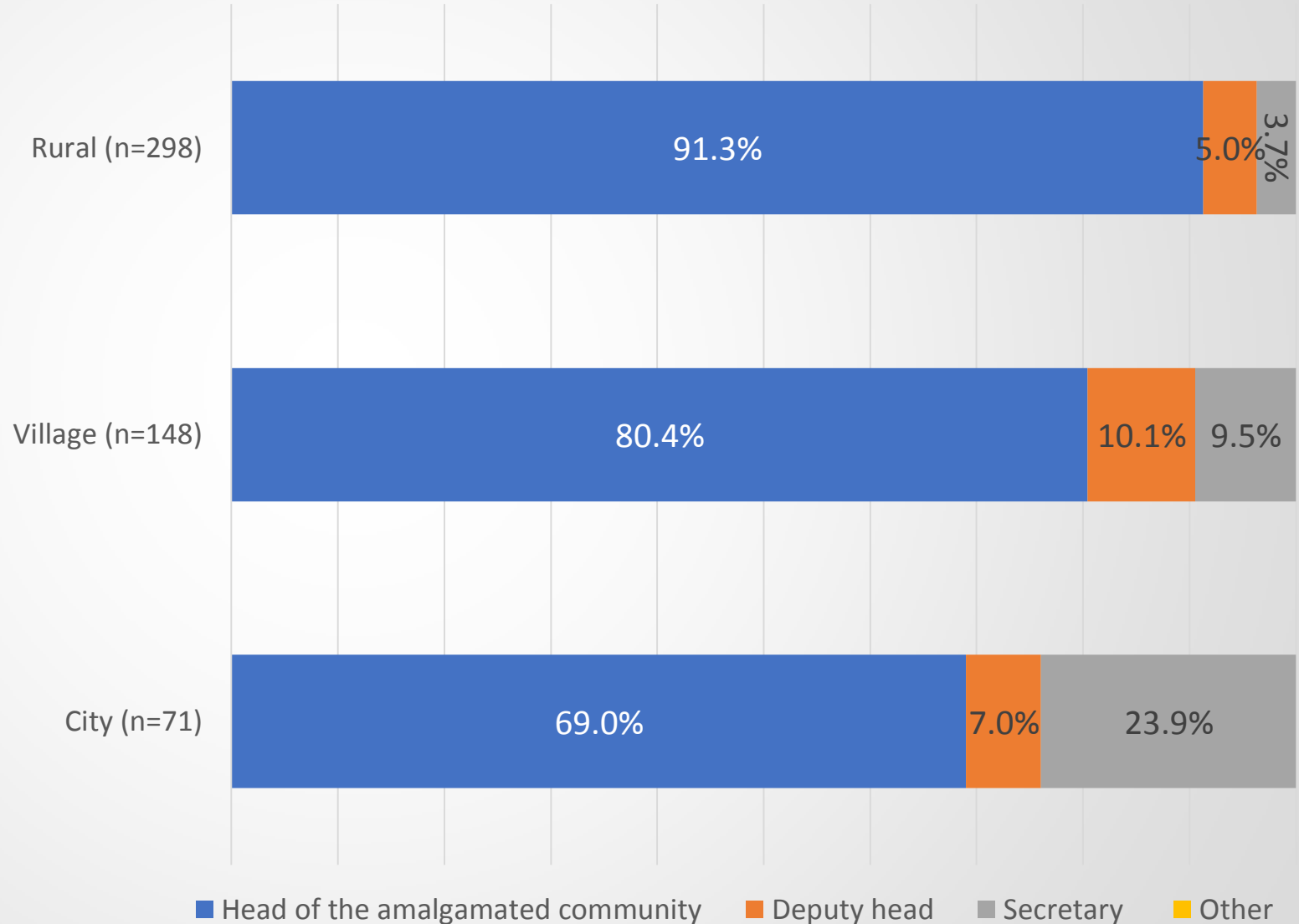


Respondent's position / profile of AC

Total (n=654)

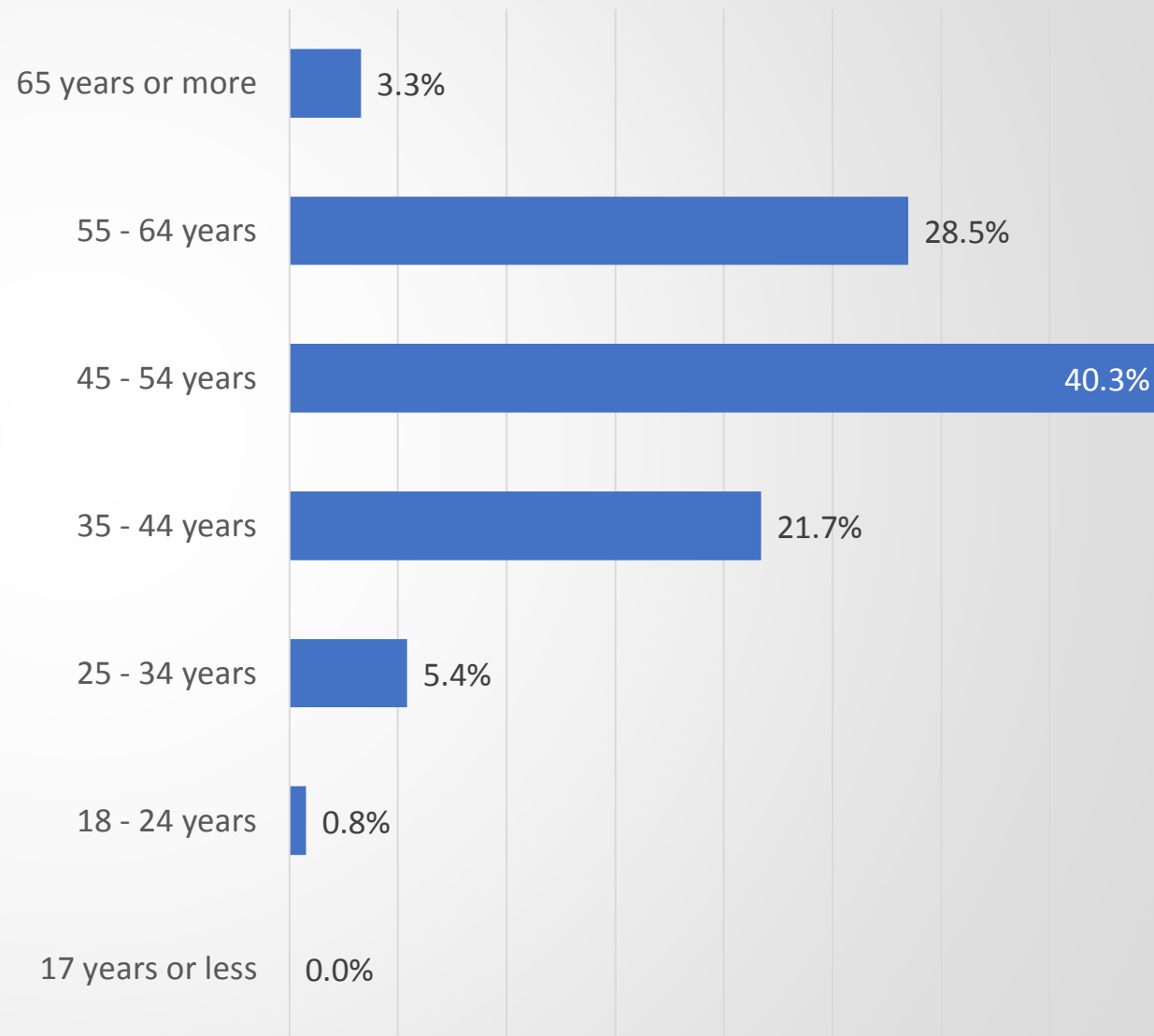
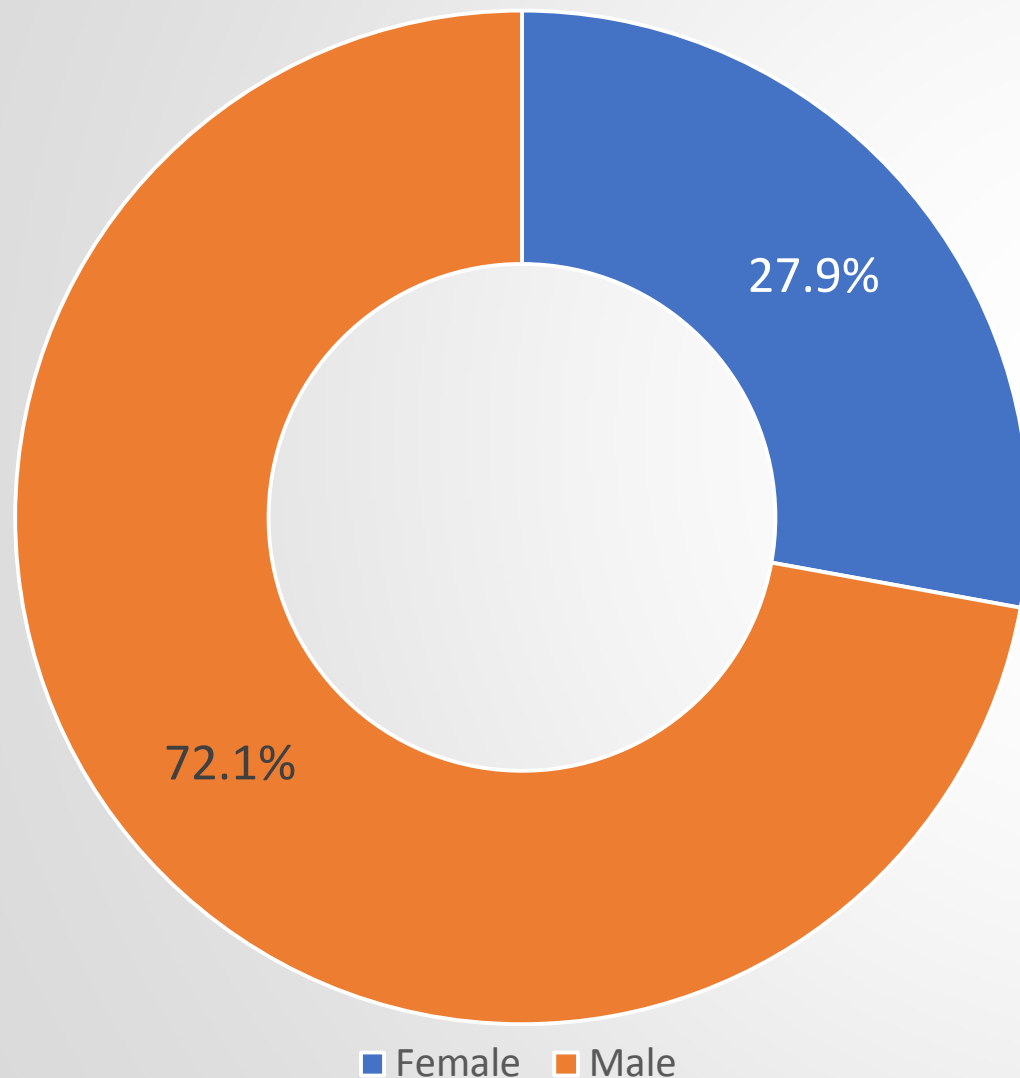


- Head of the amalgamated community
- Deputy head
- Secretary
- Other

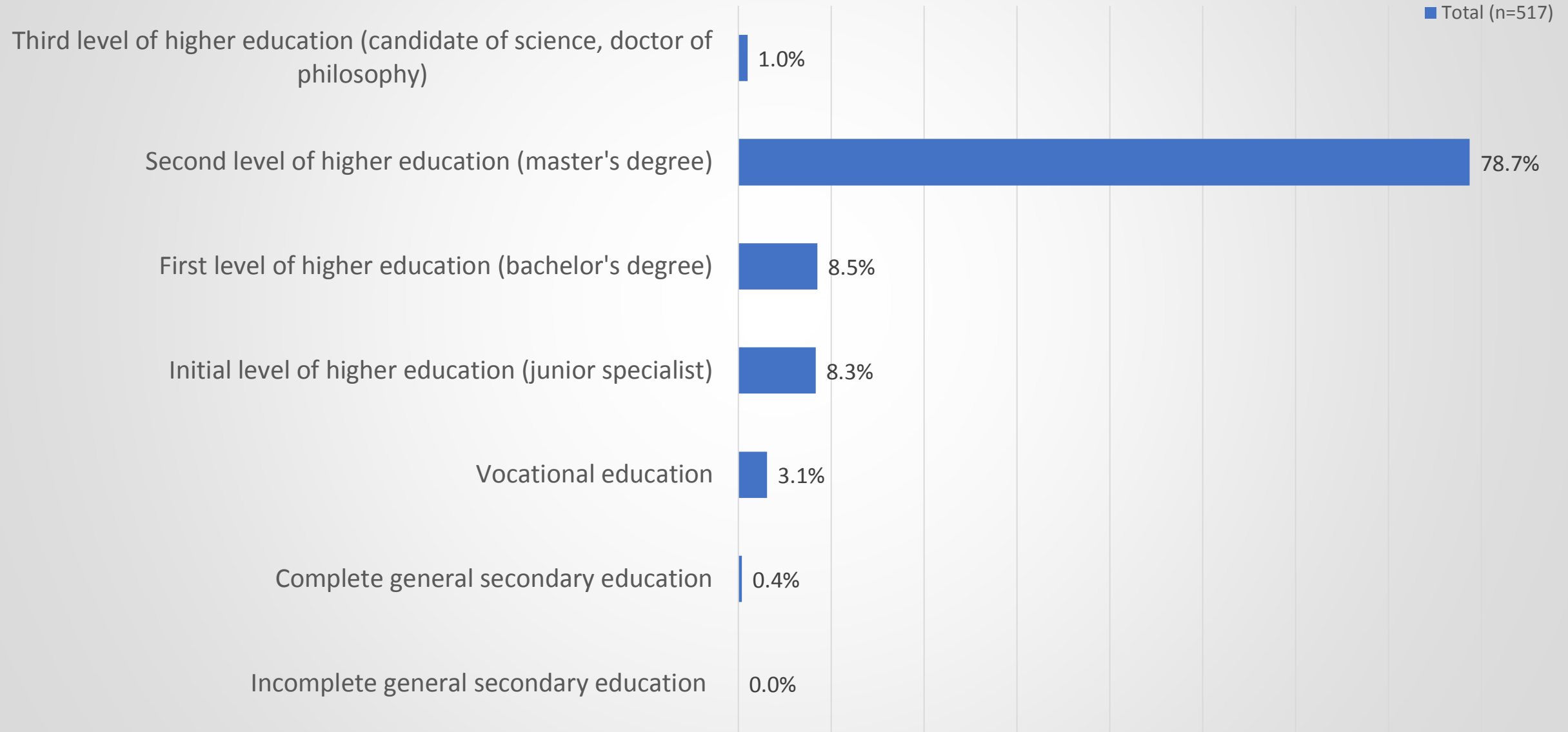


Respondents' gender and age

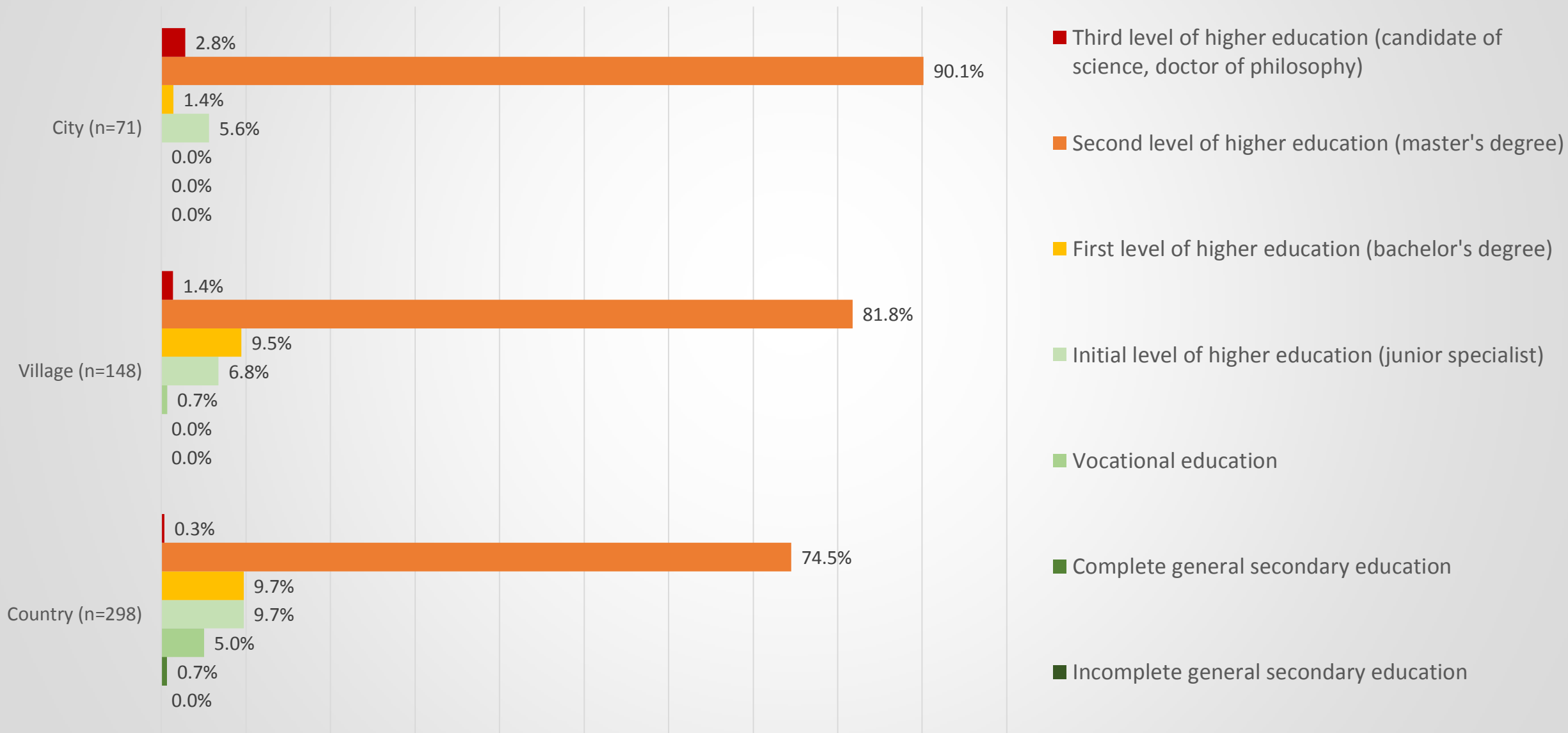
Total (n=517)



Respondents' education

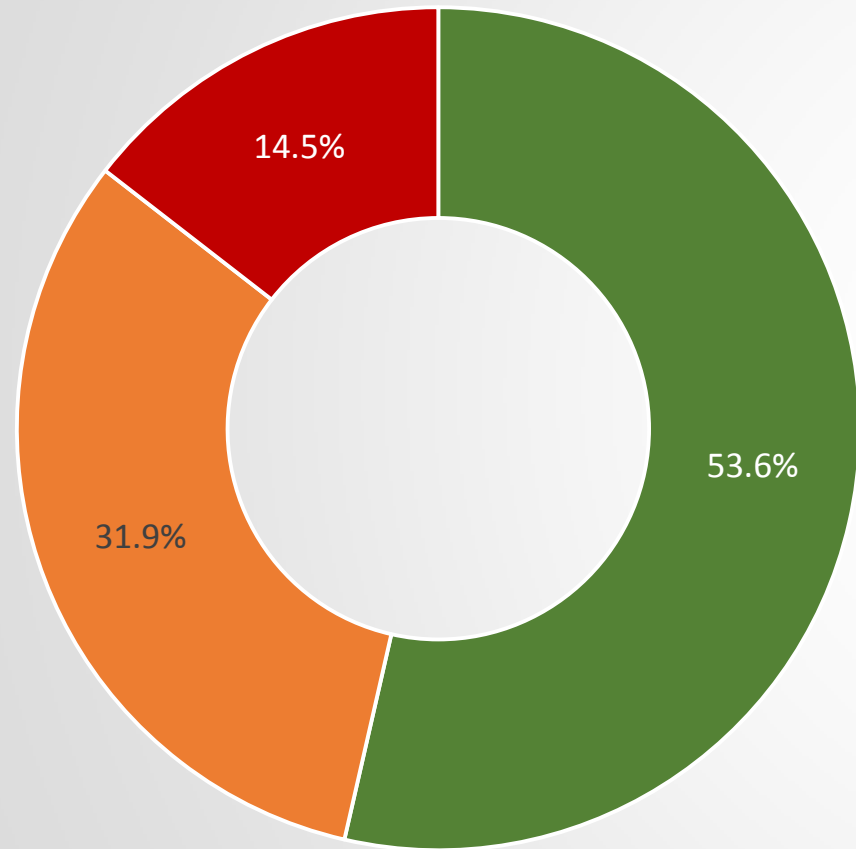


Respondents' education



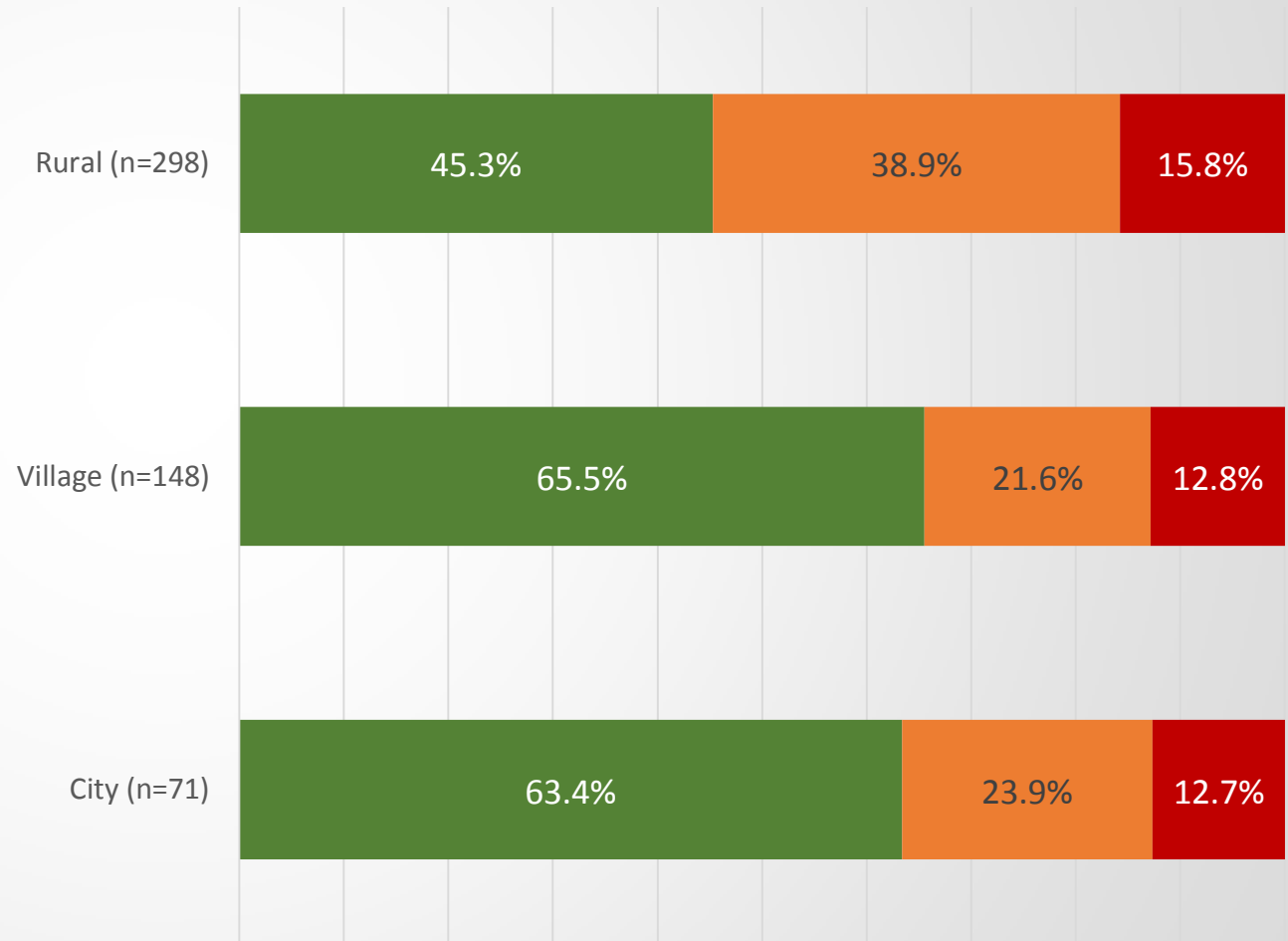
Service length at local self-government/ including length of holding elected position at local self-government:

Total (n=517)



■ 9 years and less ■ 10-19 years ■ 20 and more years

/ Profile of amalgamated community*

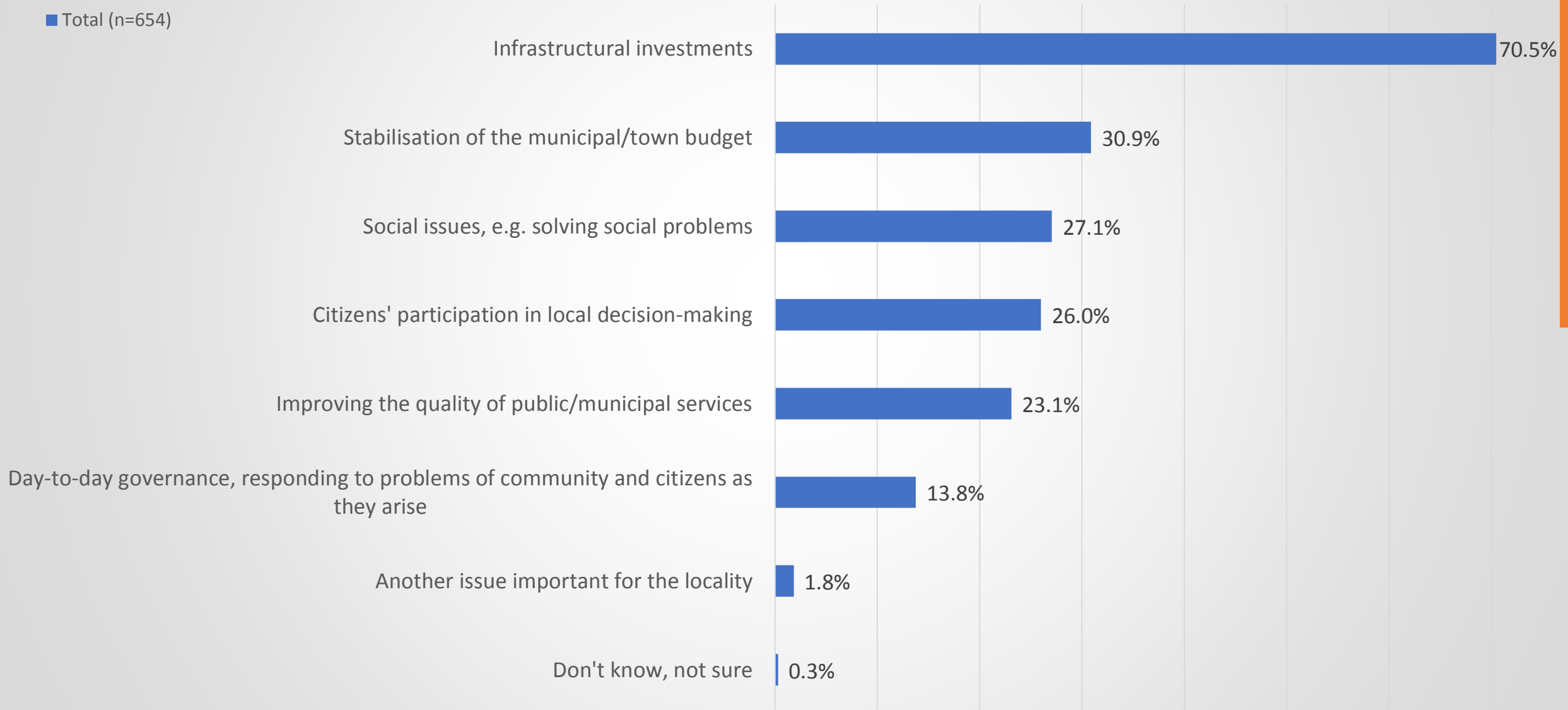


■ 9 years and less ■ 10-19 years ■ 20 and more years

Provision of public services by the ACs

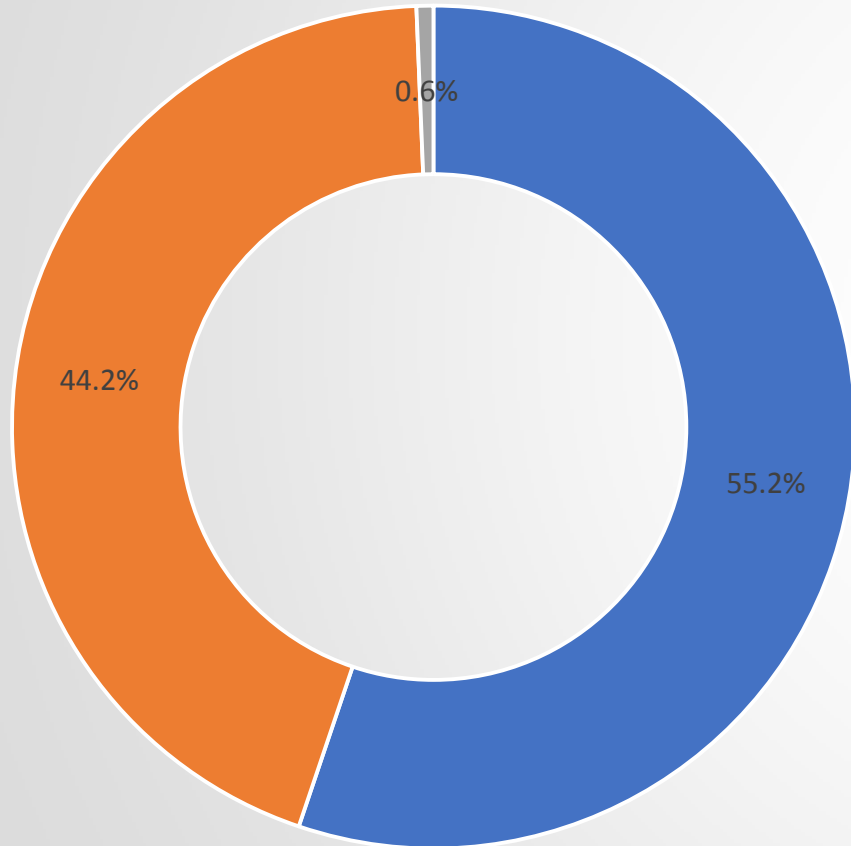
Q1) What is the PRIORITY of your local council in the current term of office?

■ Total (n=654)



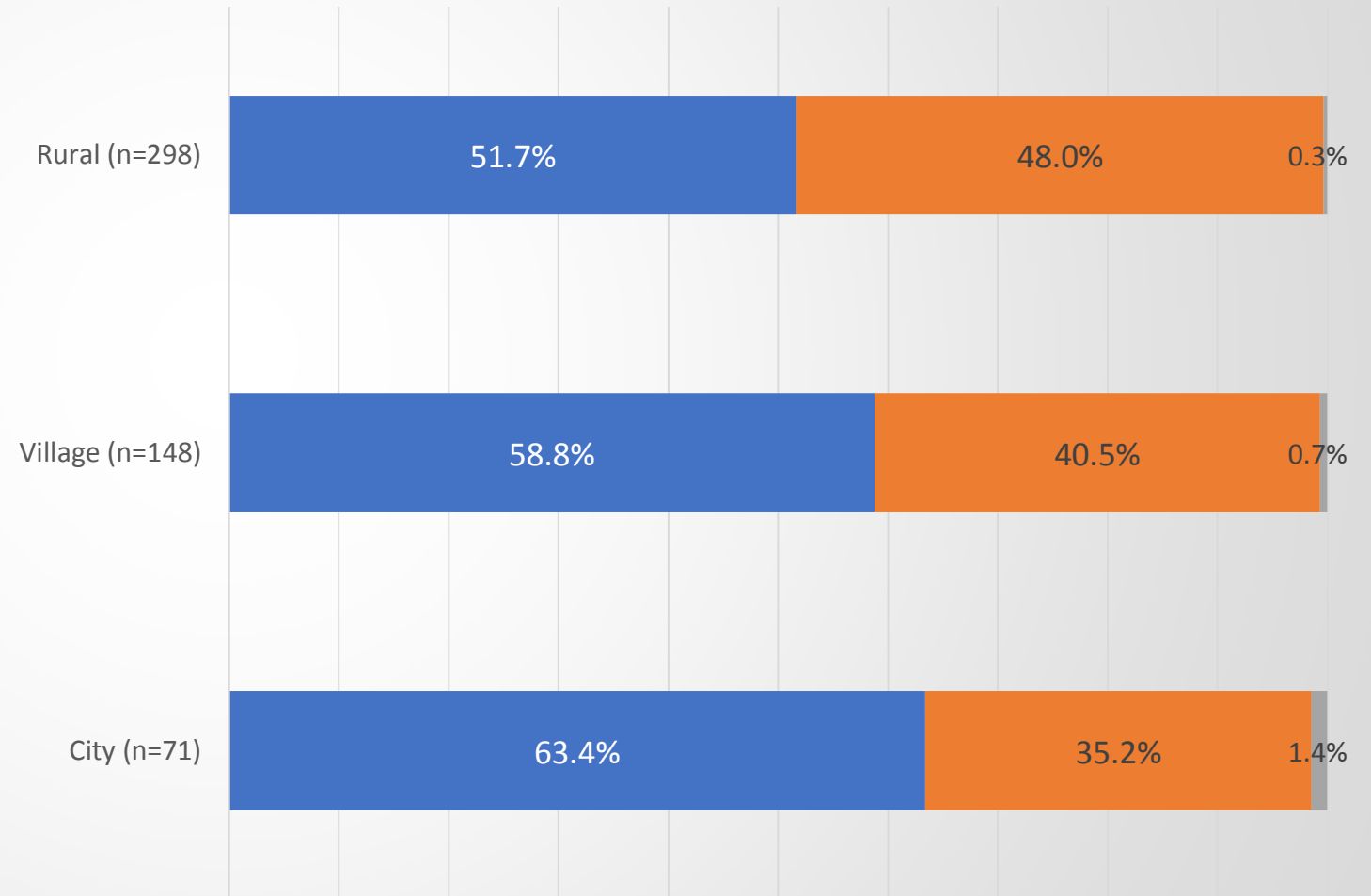
Q5) Does your municipality have DEVELOPMENT STRATEGY (defining priorities for territory development)?

Total (n=618)



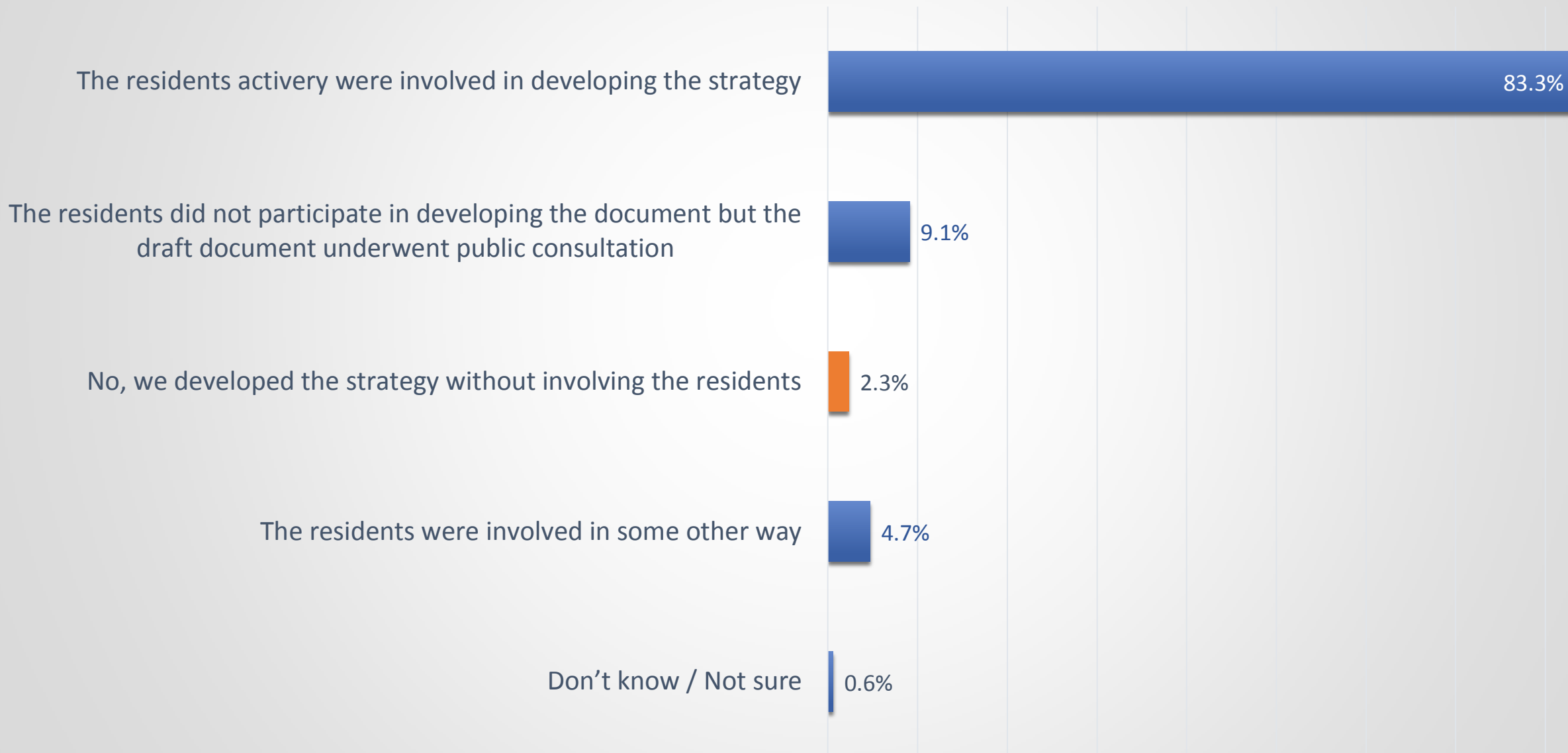
■ Yes ■ No ■ Don't know, not sure

/ Profile of amalgamated community



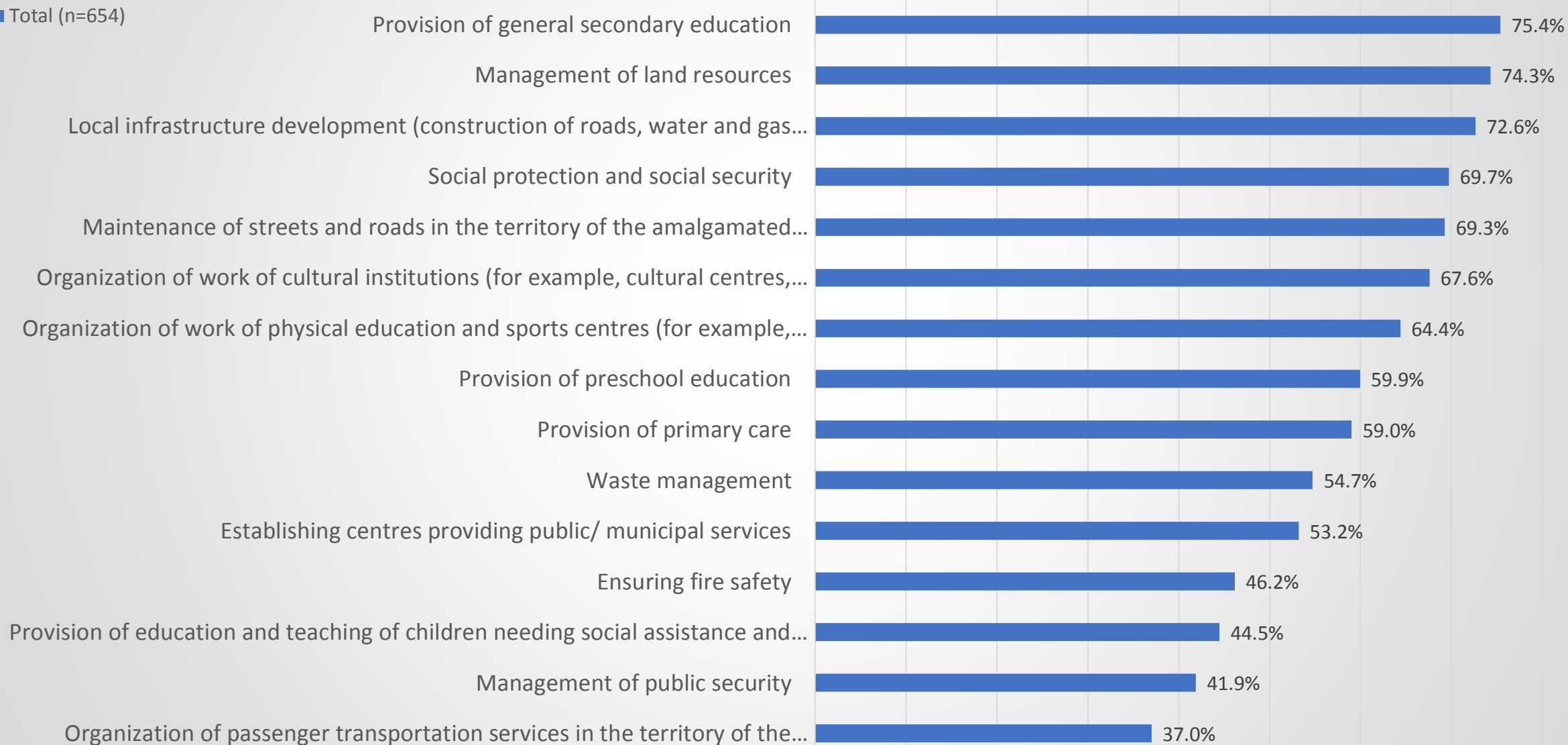
■ Yes ■ No ■ Don't know, not sure

Q5a) Were the RESIDENTS of your municipality involved in the work on the development strategy?



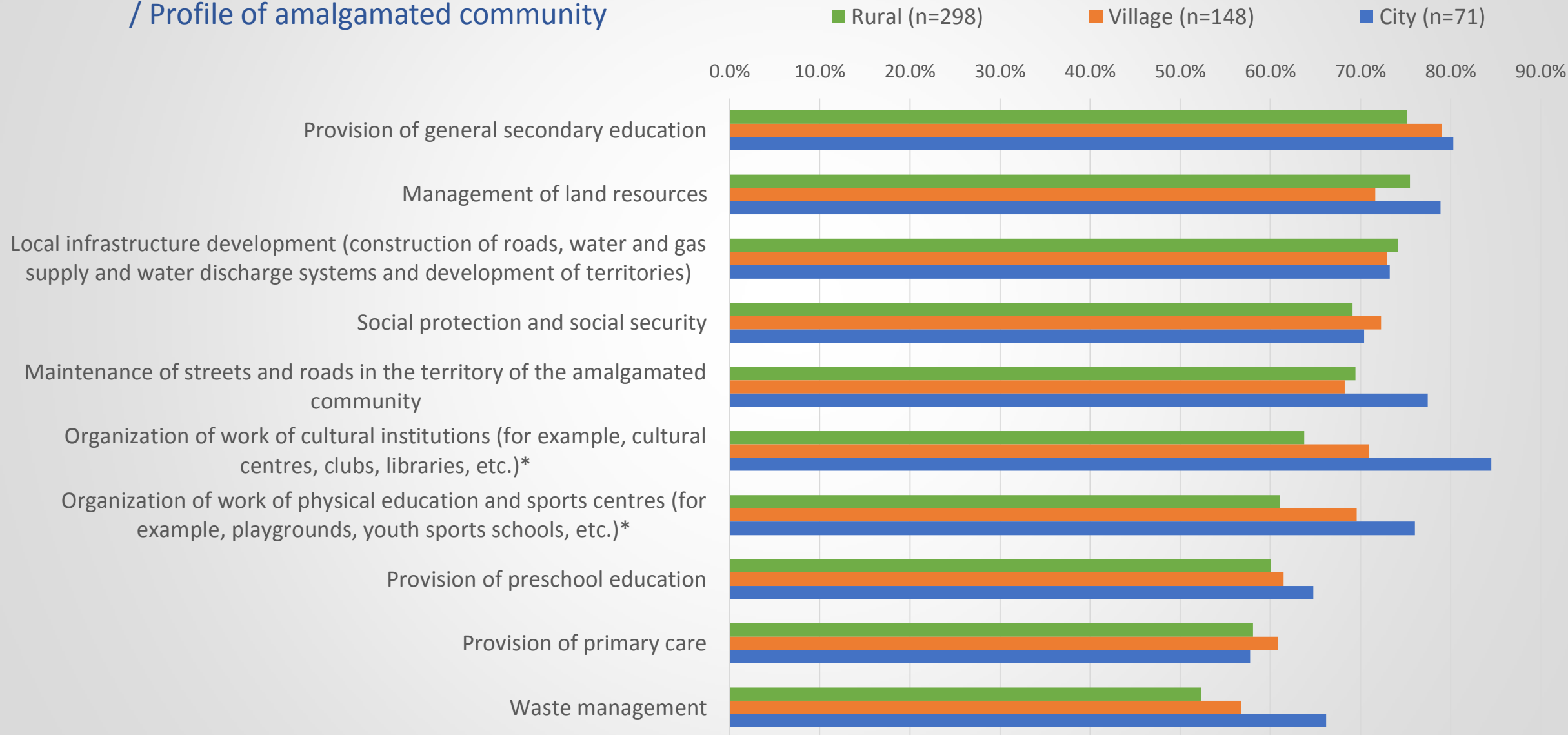
Q2) What services, after the territorial community amalgamation, did your municipality start to additionally provide?

■ Total (n=654)

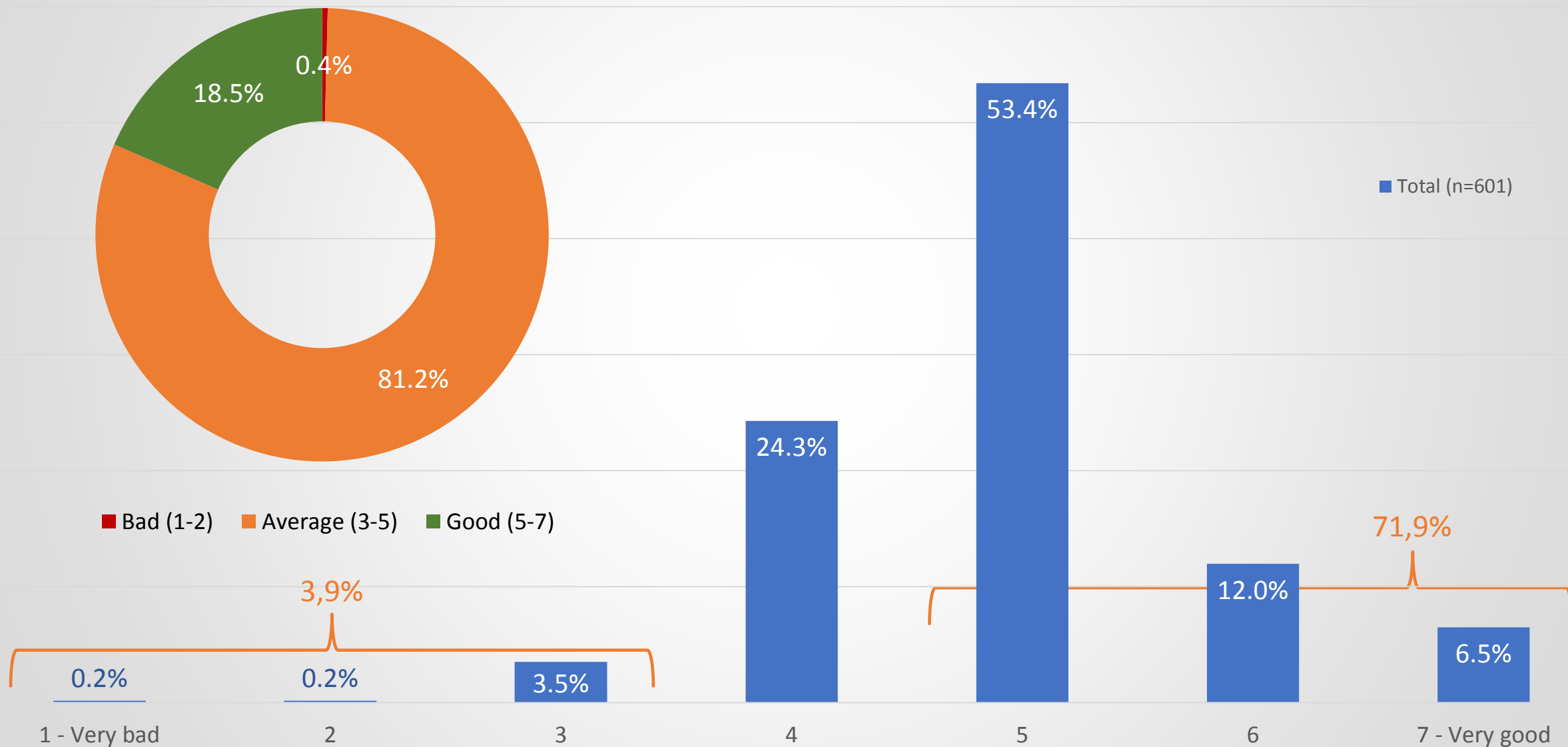


Q2) What services, after the territorial community amalgamation, did your municipality start to additionally provide?

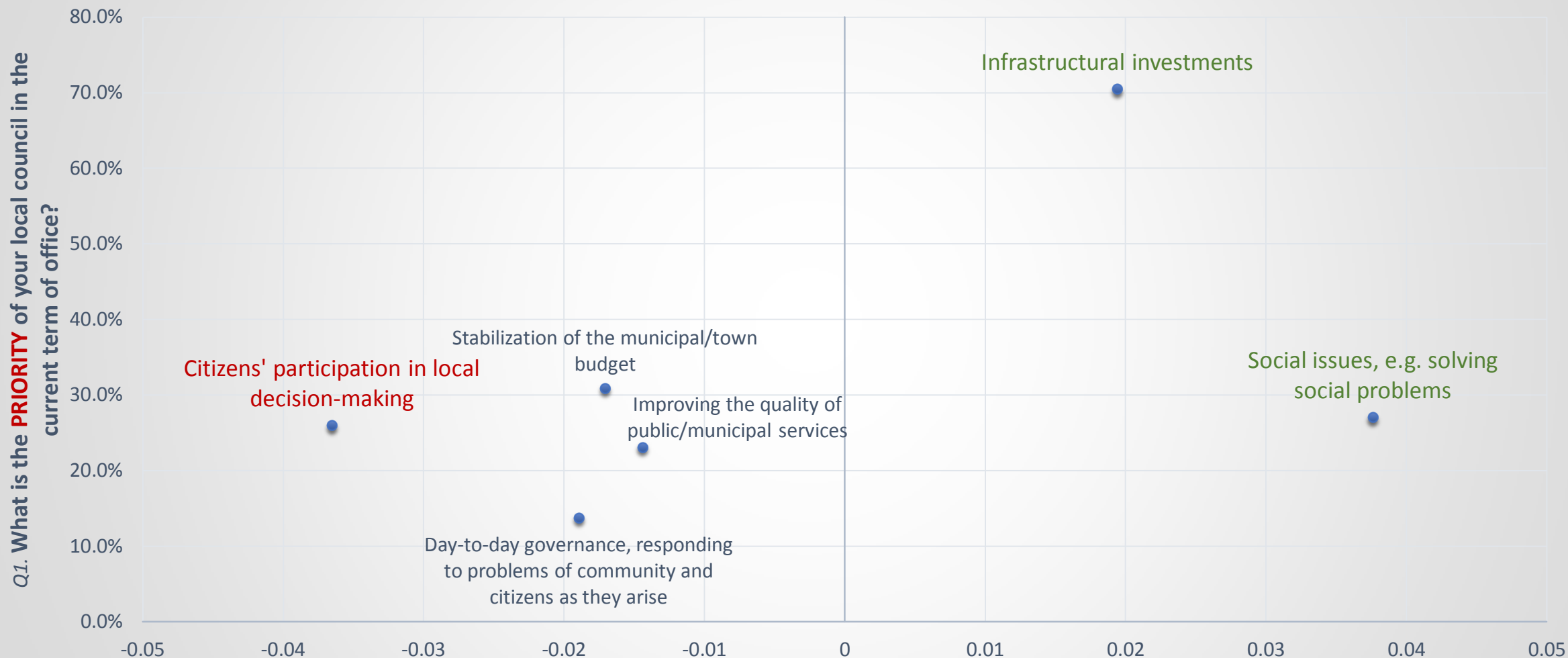
/ Profile of amalgamated community



Q7) Generally speaking, how would you assess the EFFECTIVENESS (*ефективність роботи*) of the executive bodies of your municipality?



Development priorities / assessment of effectiveness

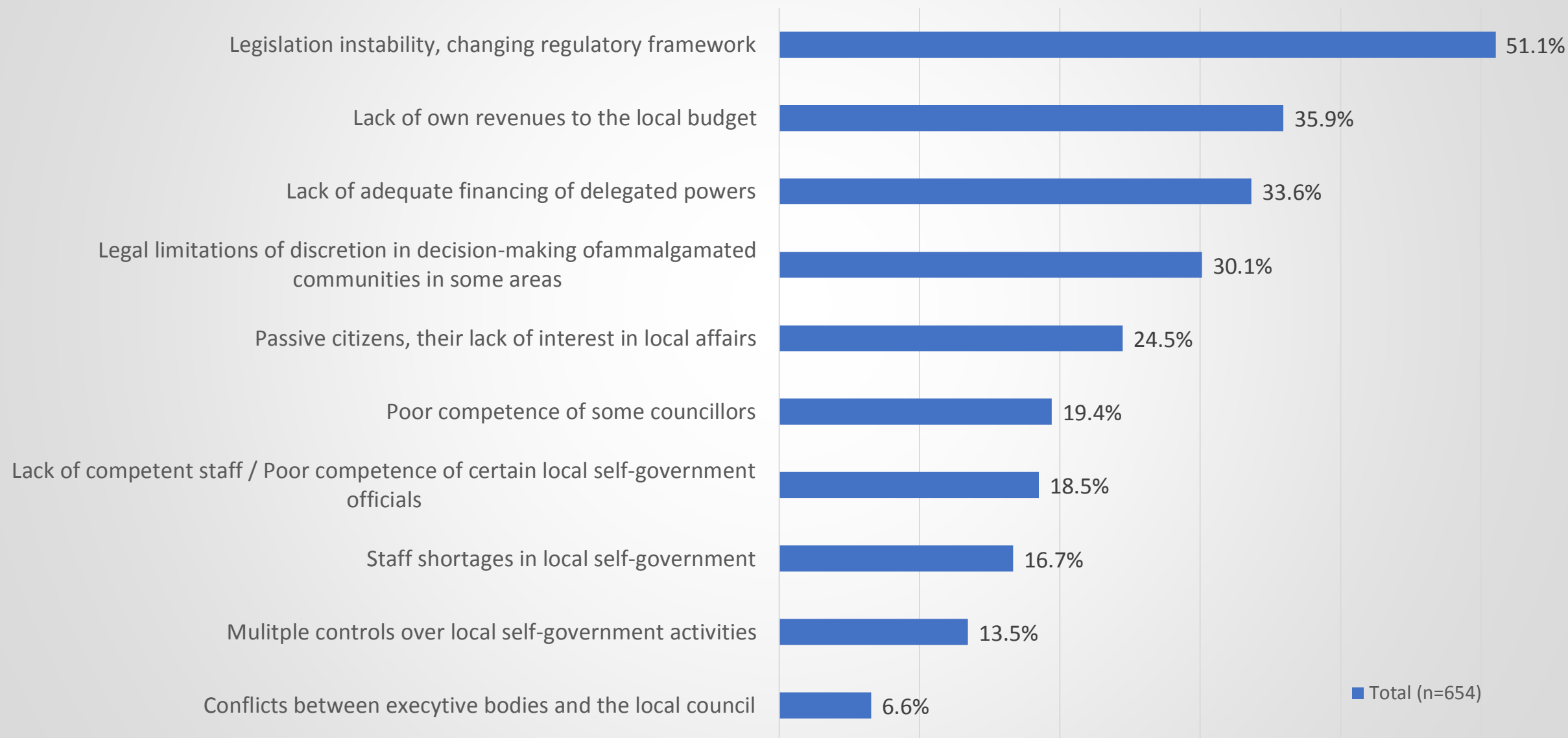


Correlation with: Q7) Generally speaking, how would you assess the **EFFECTIVENESS** (ефективність роботи) of the executive bodies of your municipality?

1 - Very bad - 7 - Very good (n=601)

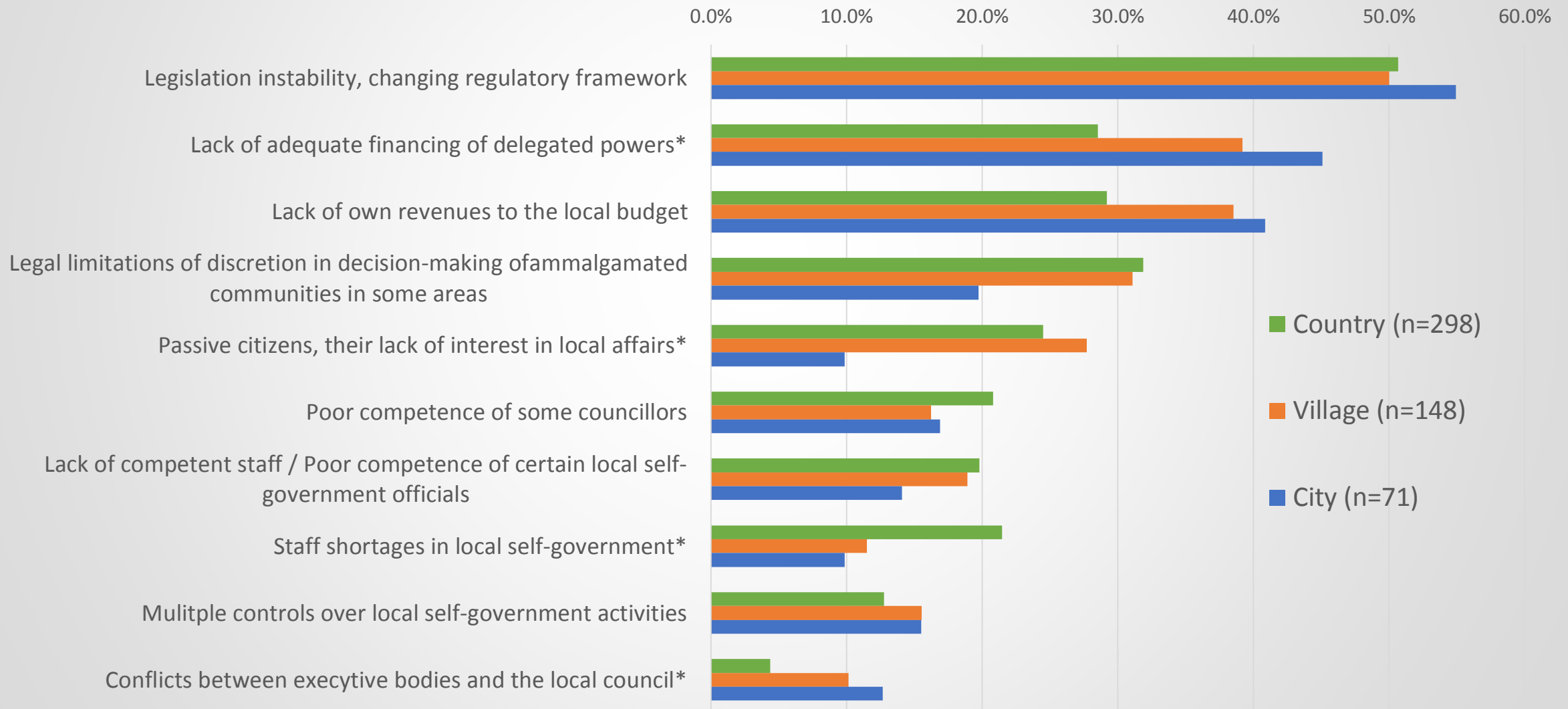


Q3) In your opinion, what are the **sources of the GREATEST** difficulties in the day-to-day management of your amalgamated community? *(top 10 indications)*



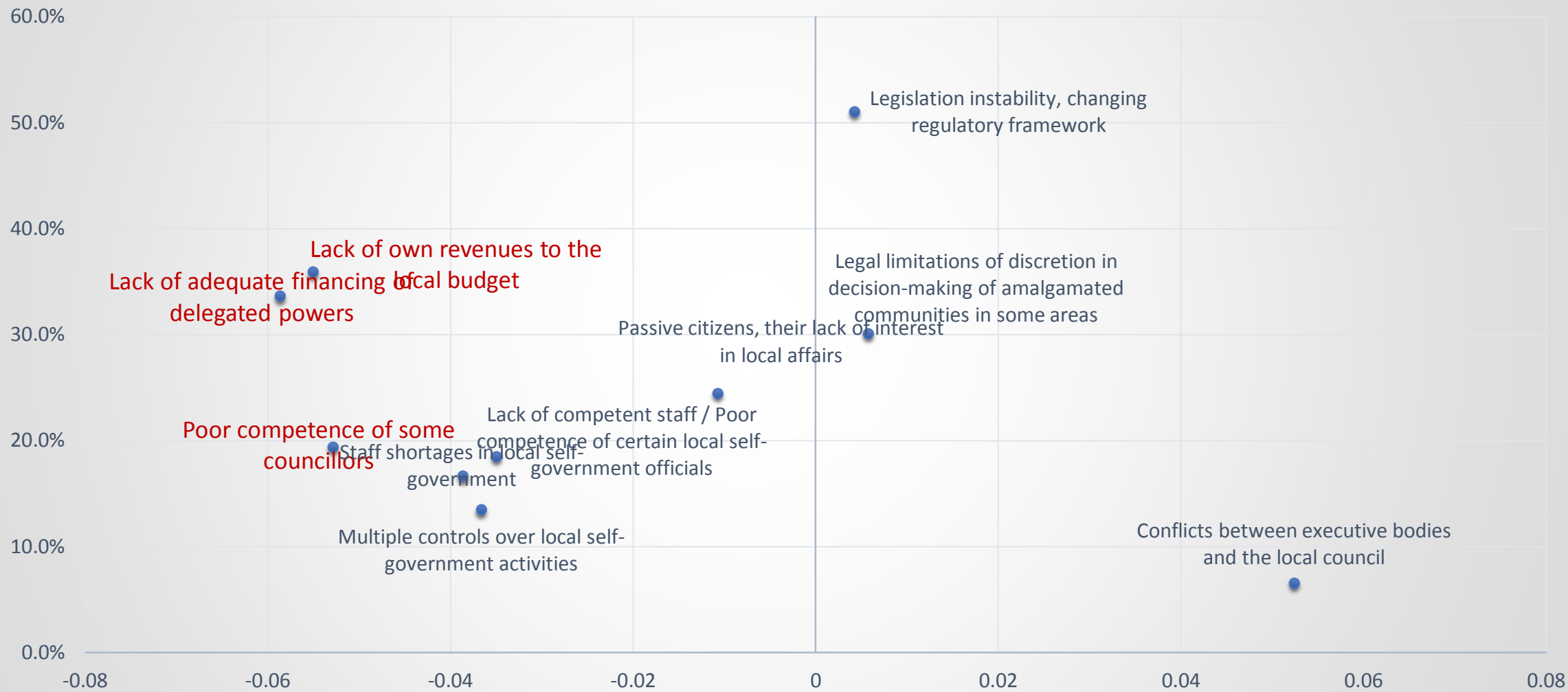
Q3) In your opinion, what are the **sources of the GREATEST** difficulties in the day-to-day management of your amalgamated community? *(top 10 indications)*

/ Profile of amalgamated community:



Declared sources of management difficulties (top 10 indications) / assessment of effectiveness

Q3. Perceived sources of the GREATEST difficulties in the day-to-day management of amalgamated community

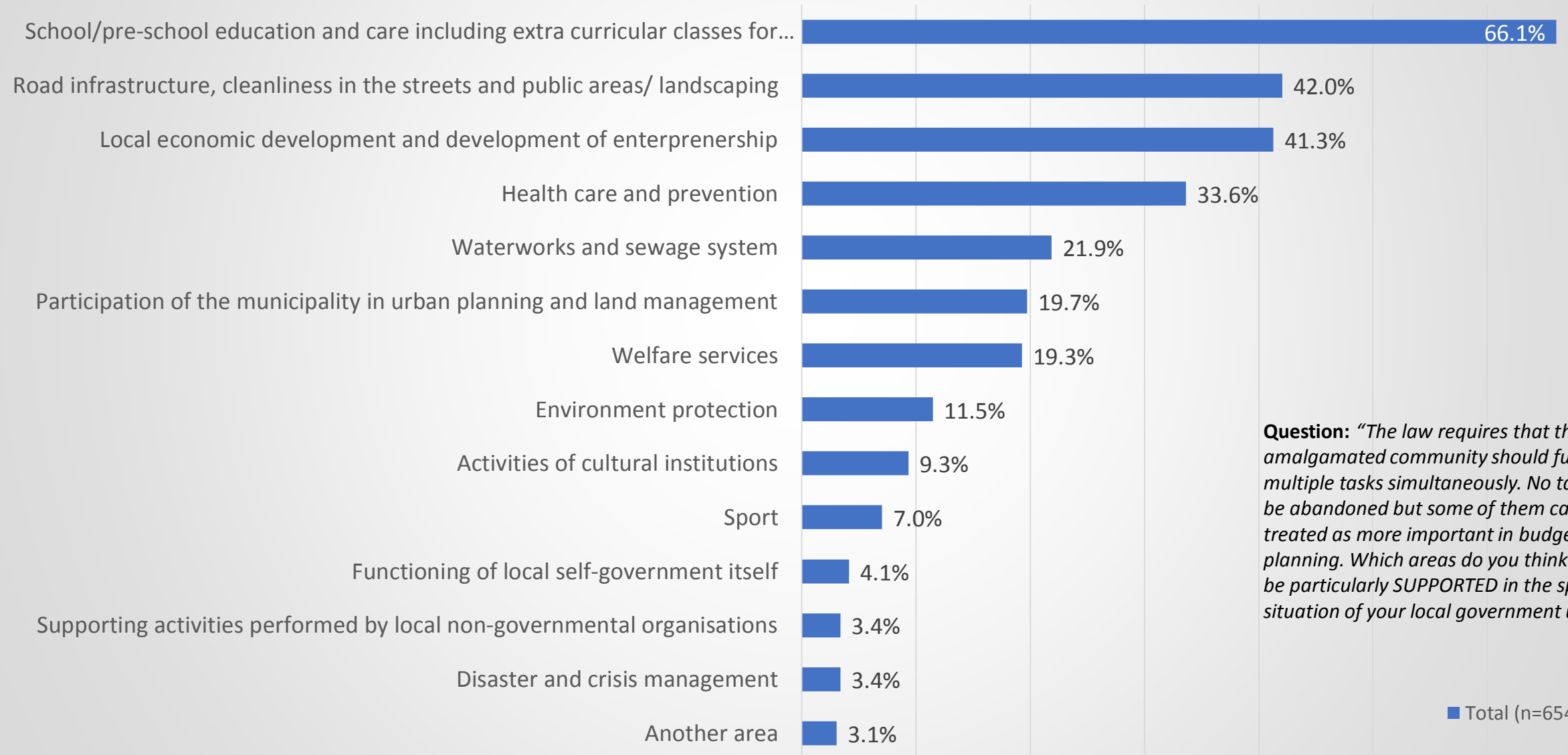


Correlation with: Q7) Generally speaking, how would you assess the EFFECTIVENESS (ефективність роботи) of the executive bodies of your municipality?

1 - Very bad - 7 - Very good (n=601)



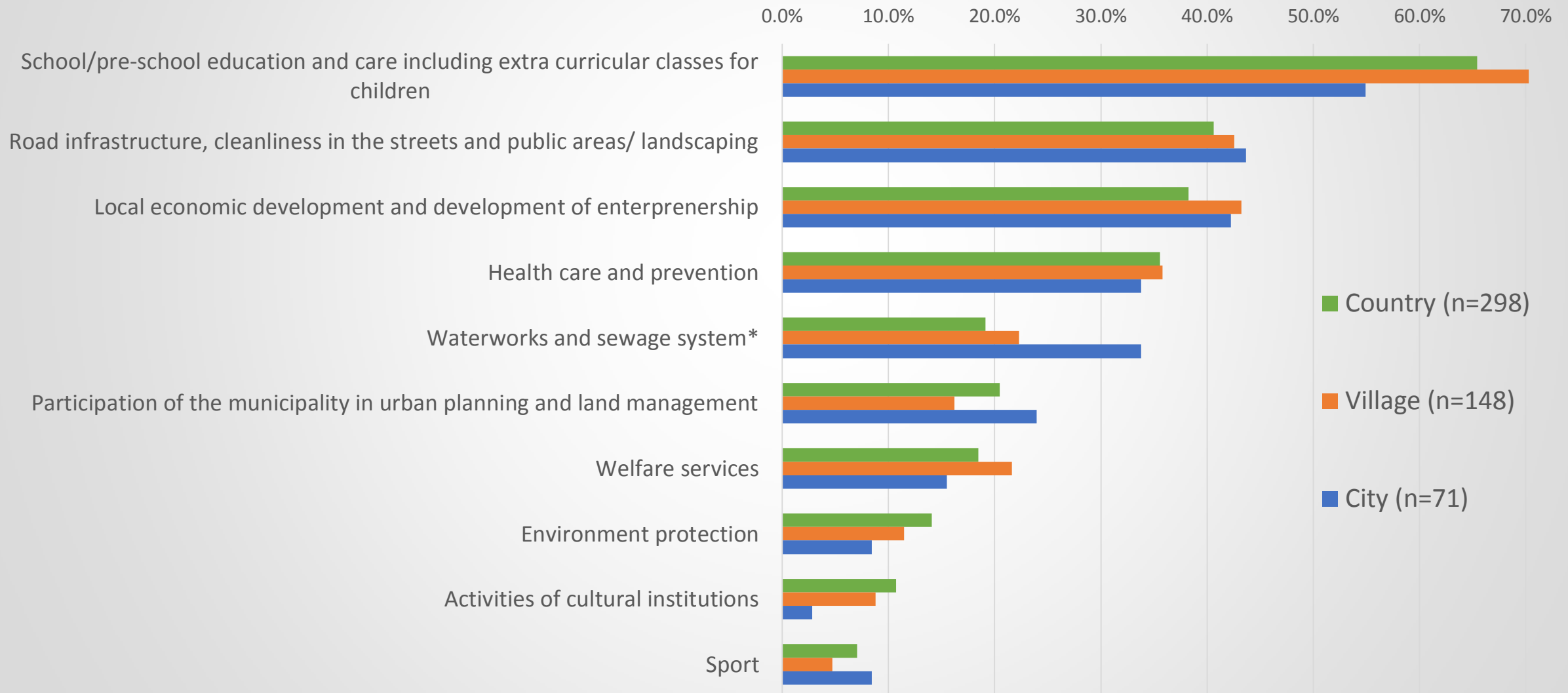
Q4) Which areas do you think should be particularly SUPPORTED in the specific situation of your local self-government?



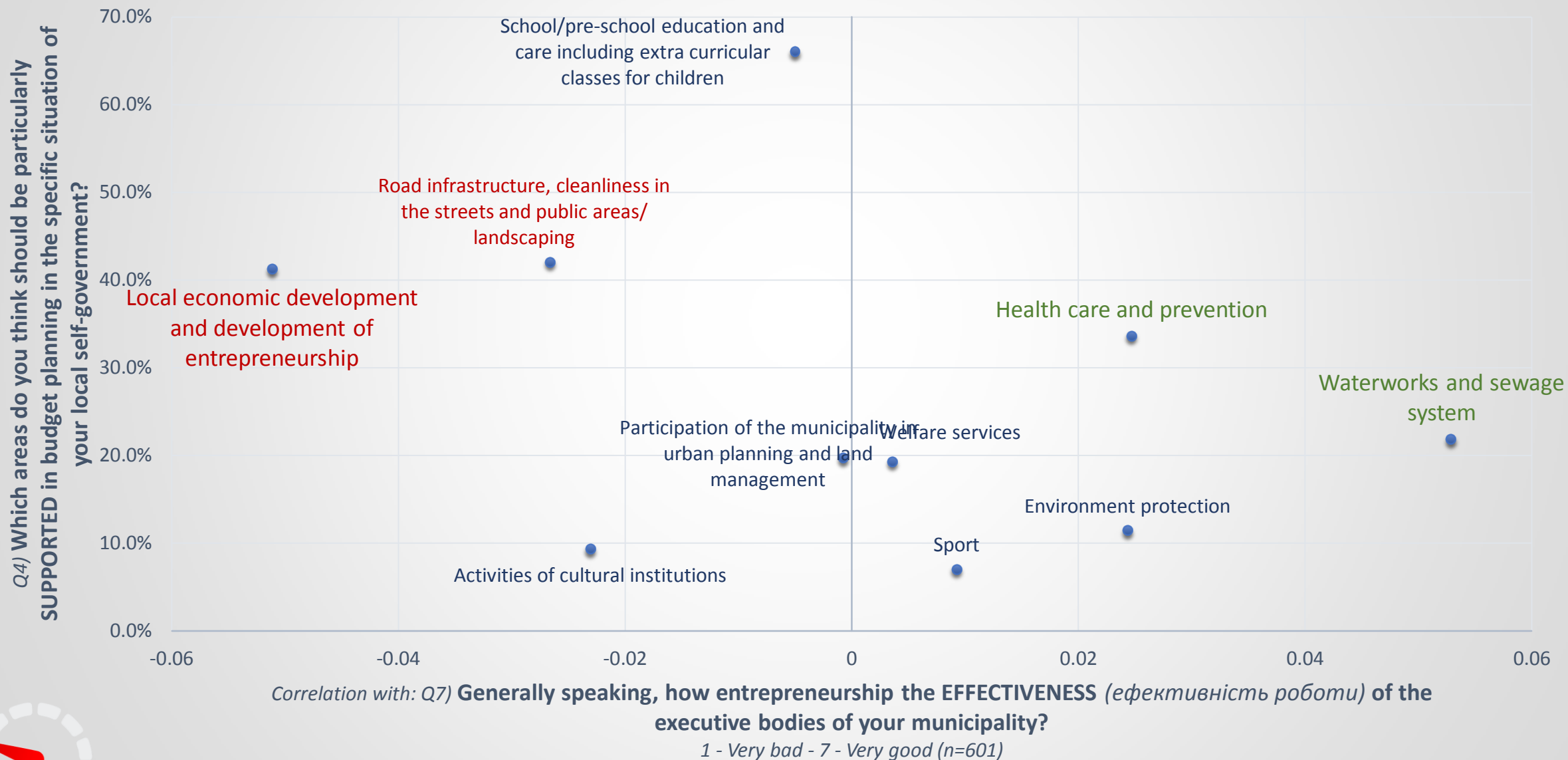
Question: "The law requires that the amalgamated community should fulfil multiple tasks simultaneously. No task can be abandoned but some of them can be treated as more important in budget planning. Which areas do you think should be particularly SUPPORTED in the specific situation of your local government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

Q4) Which areas do you think should be particularly SUPPORTED in the specific situation of your local self-government?

/ Profile of amalgamated community:

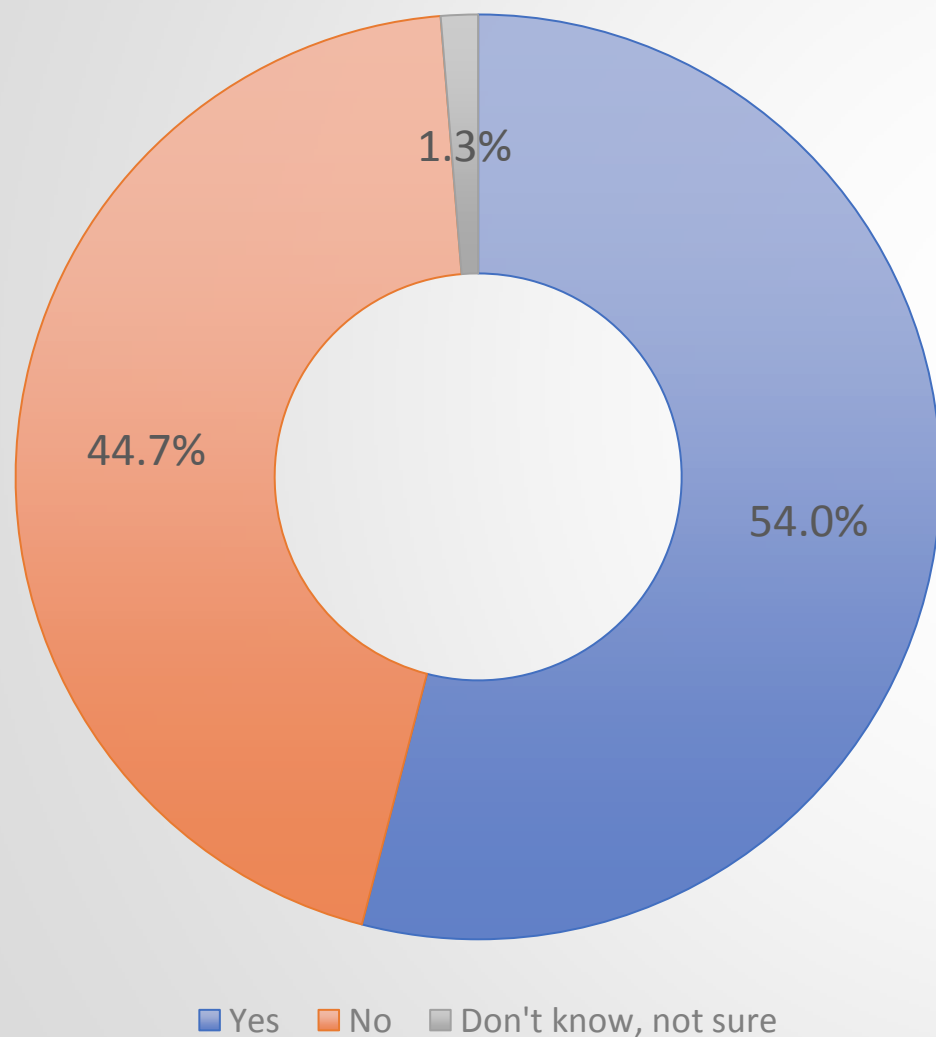


Declared needs (priorities in budget planning) / assessment of effectiveness (top 10 indications)

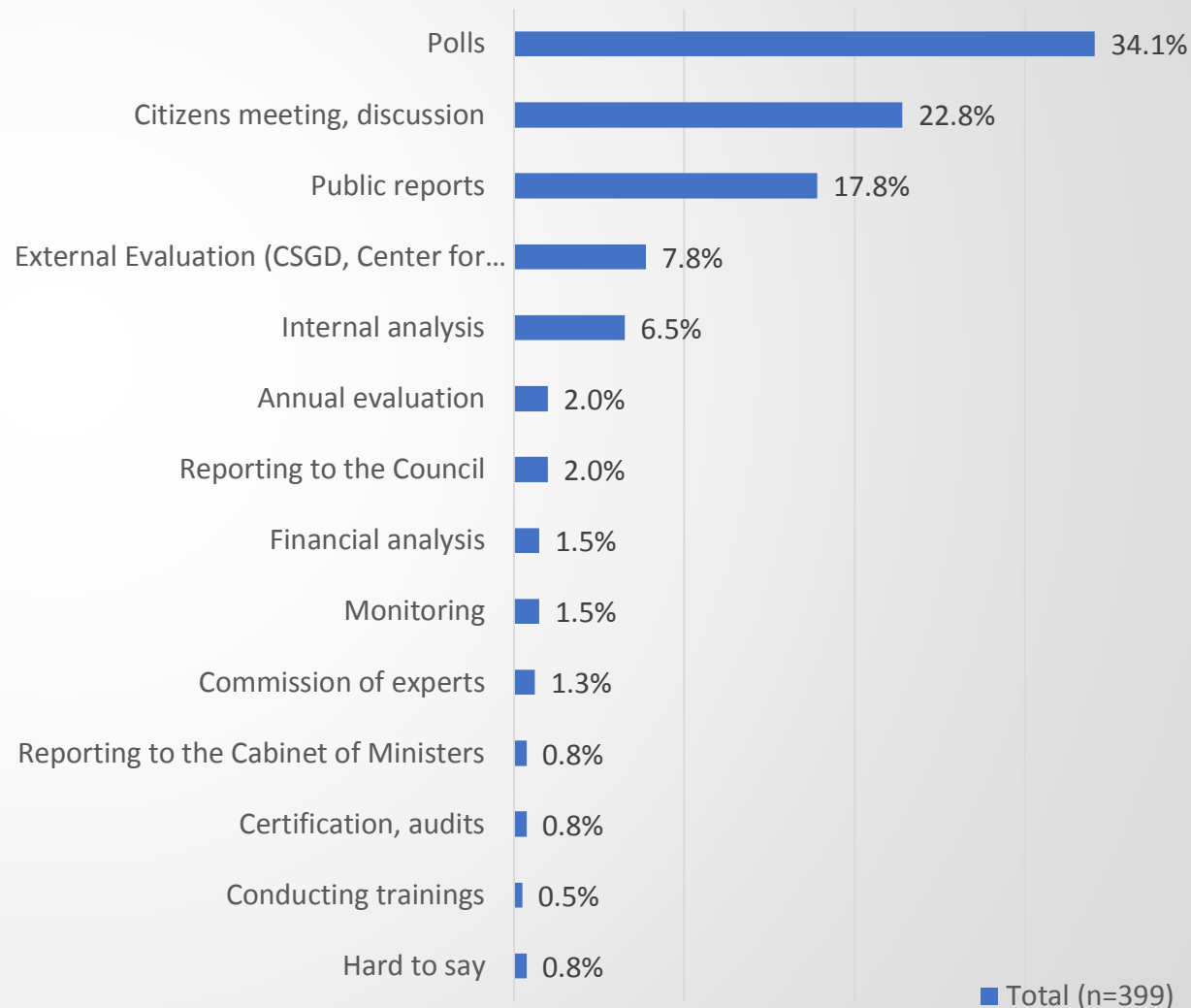


Q6) Over last two years, have your municipality conducted any self-assessments using any systematic tool?

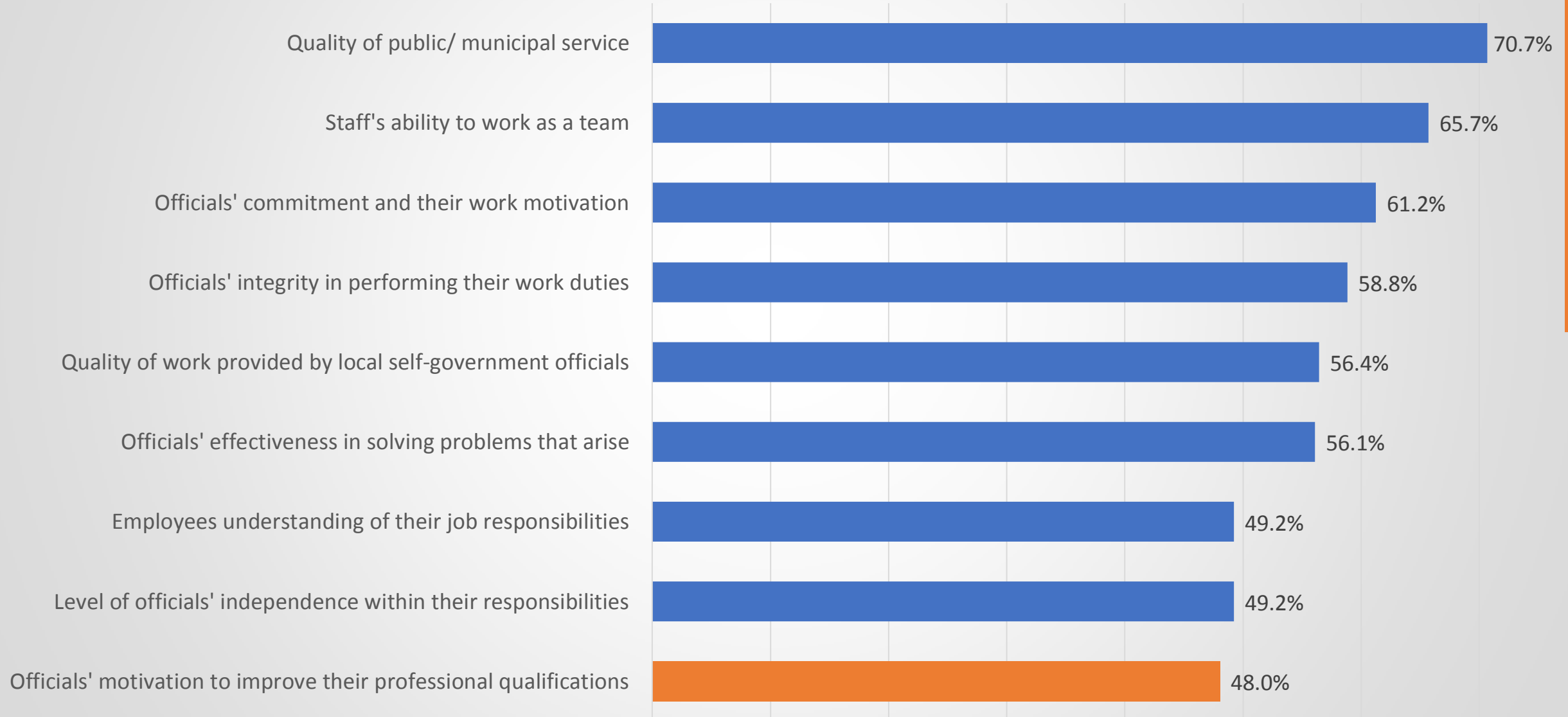
Total (n=618)



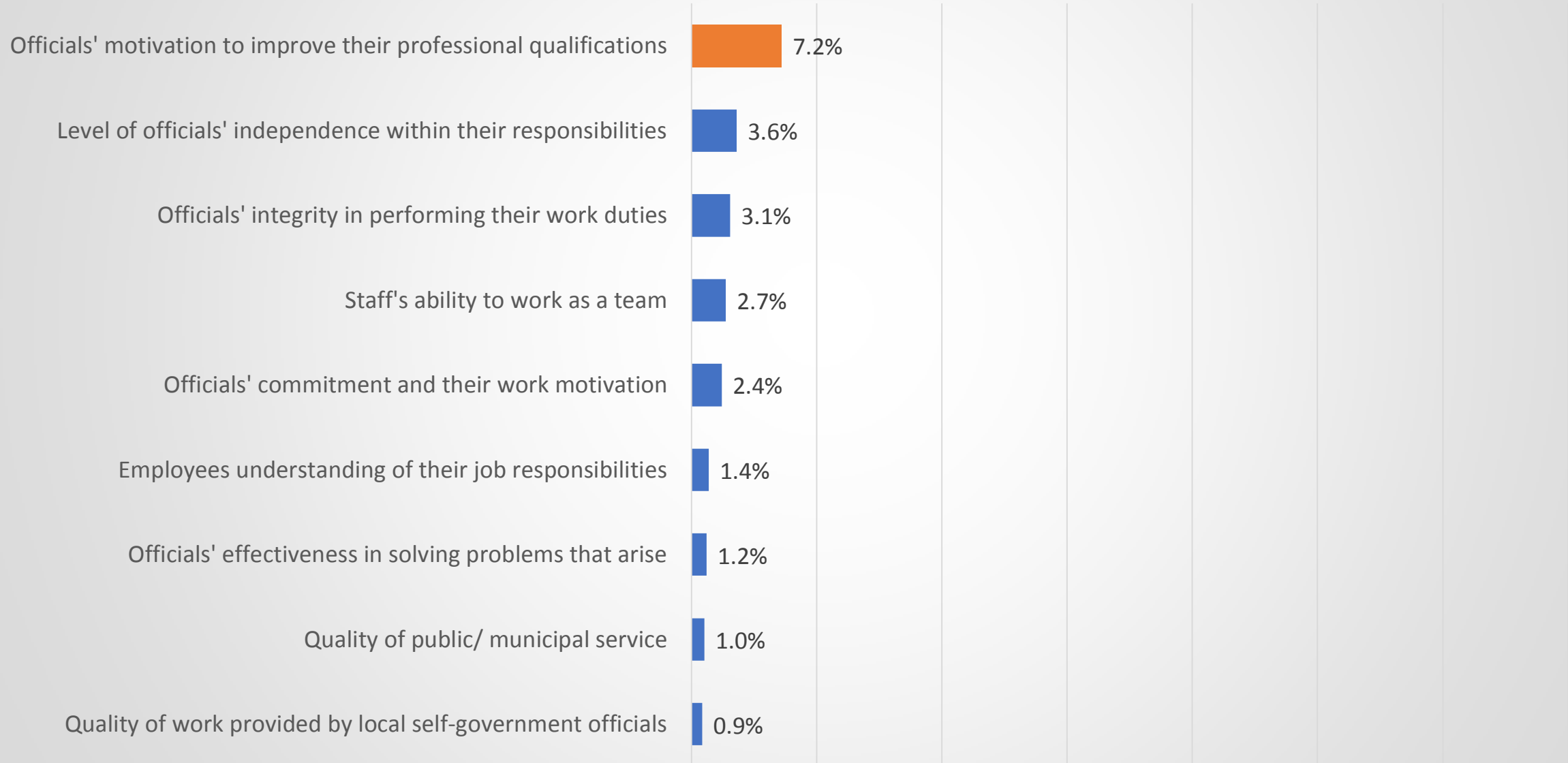
Q6a. And which tool did you use for the self-assessment?



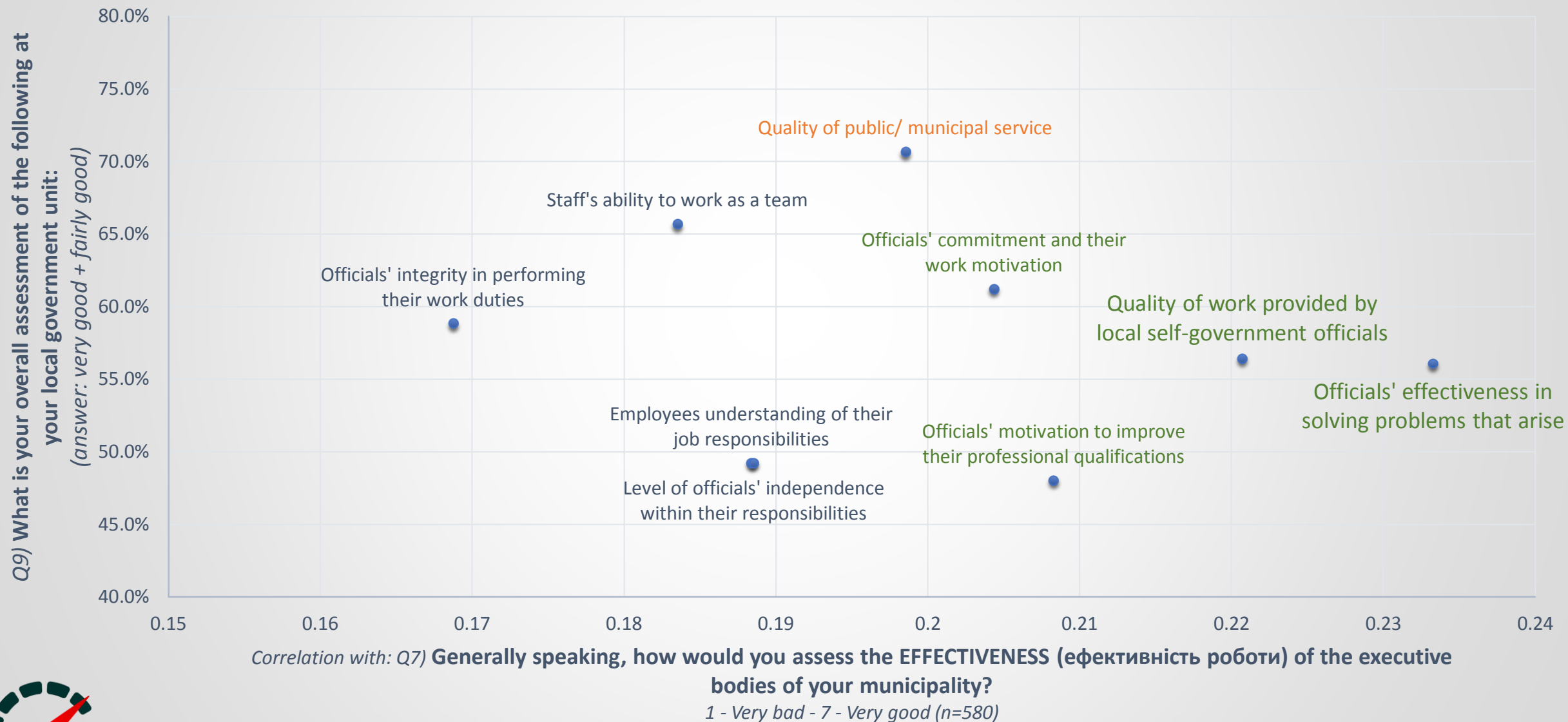
Q9) What is your overall assessment of the following at your local government unit:
(answer: "very good" + "fairly good")



Q9) What is your overall assessment of the following at your local government unit:
(answer: "very poor" + "fairly poor")

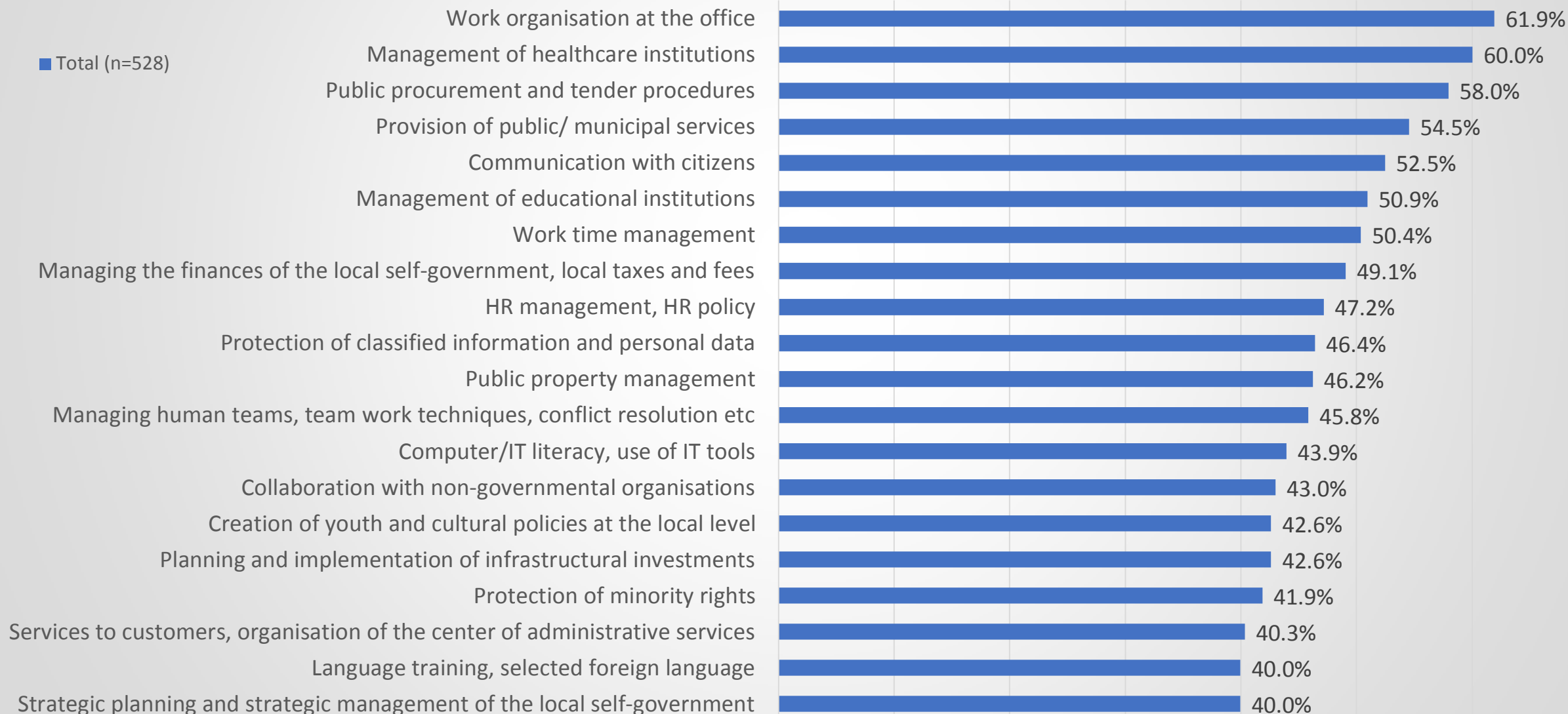


Q9) What is your overall assessment of the following at your local government unit: (answer: "very good" + "fairly good")

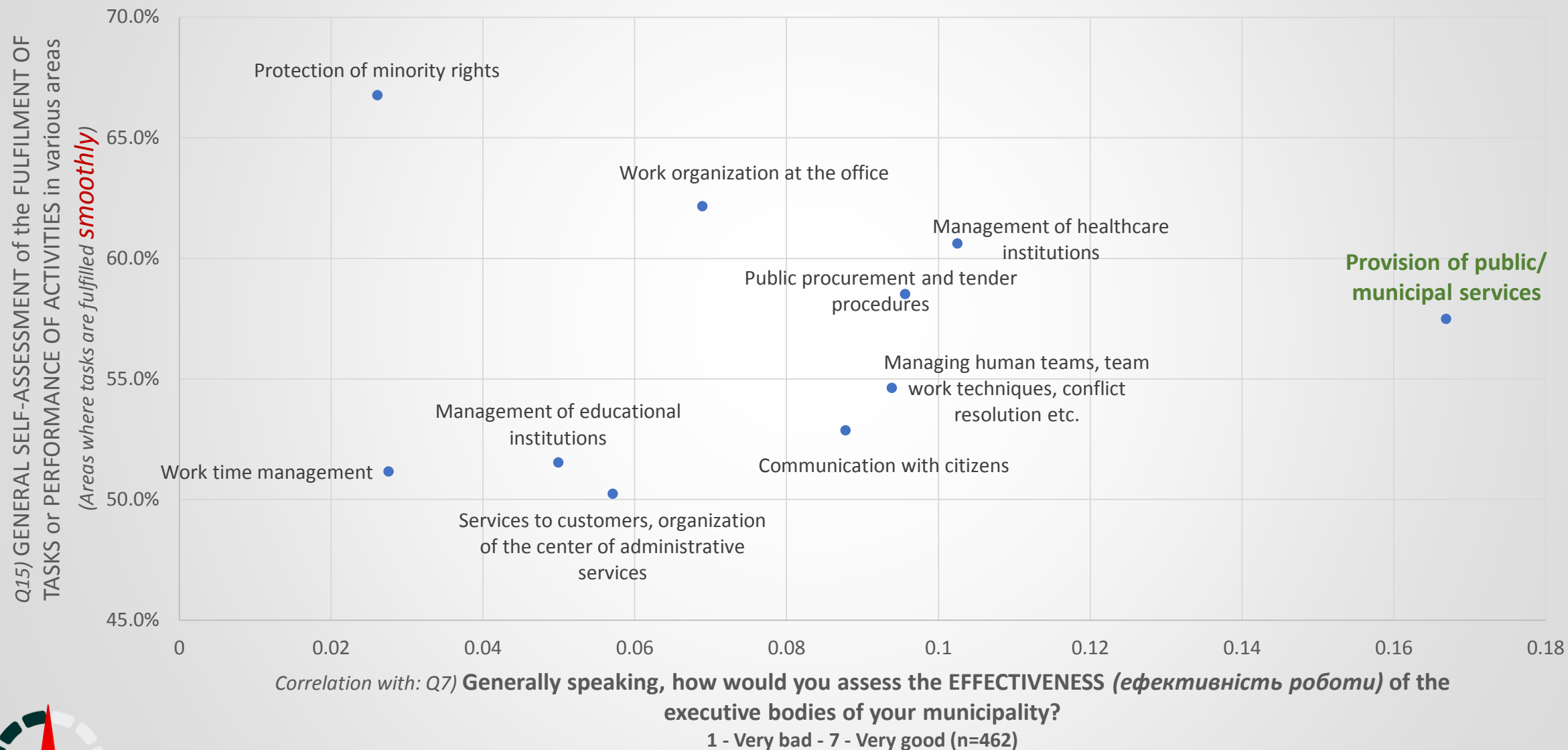


Q15) Please provide a **GENERAL ASSESSMENT** of your **OFFICE** in terms of the **FULFILMENT OF TASKS** or **PERFORMANCE OF ACTIVITIES** in indicated areas (*top 20 indications in the category*)

Scale: *(1) Area where tasks are fulfilled smoothly*; (2) *Fulfilling tasks is somewhat problematic*; (3) *Major difficulties in fulfilling tasks*



Q15) GENERAL SELF-ASSESSMENT of the FULFILMENT OF TASKS or PERFORMANCE OF ACTIVITIES by ACs in various areas (areas where tasks are *fulfilled smoothly* - top 10 indications) / assessment of *effectiveness*



Q15) Please provide a **GENERAL ASSESSMENT** of your **OFFICE** in terms of the **FULFILMENT OF TASKS** or **PERFORMANCE OF ACTIVITIES** in indicated areas (*top 20 indications in the category*)

Scale: (1) Area where tasks are fulfilled smoothly; (2) Fulfilling tasks is somewhat problematic; (3) Major difficulties in fulfilling tasks

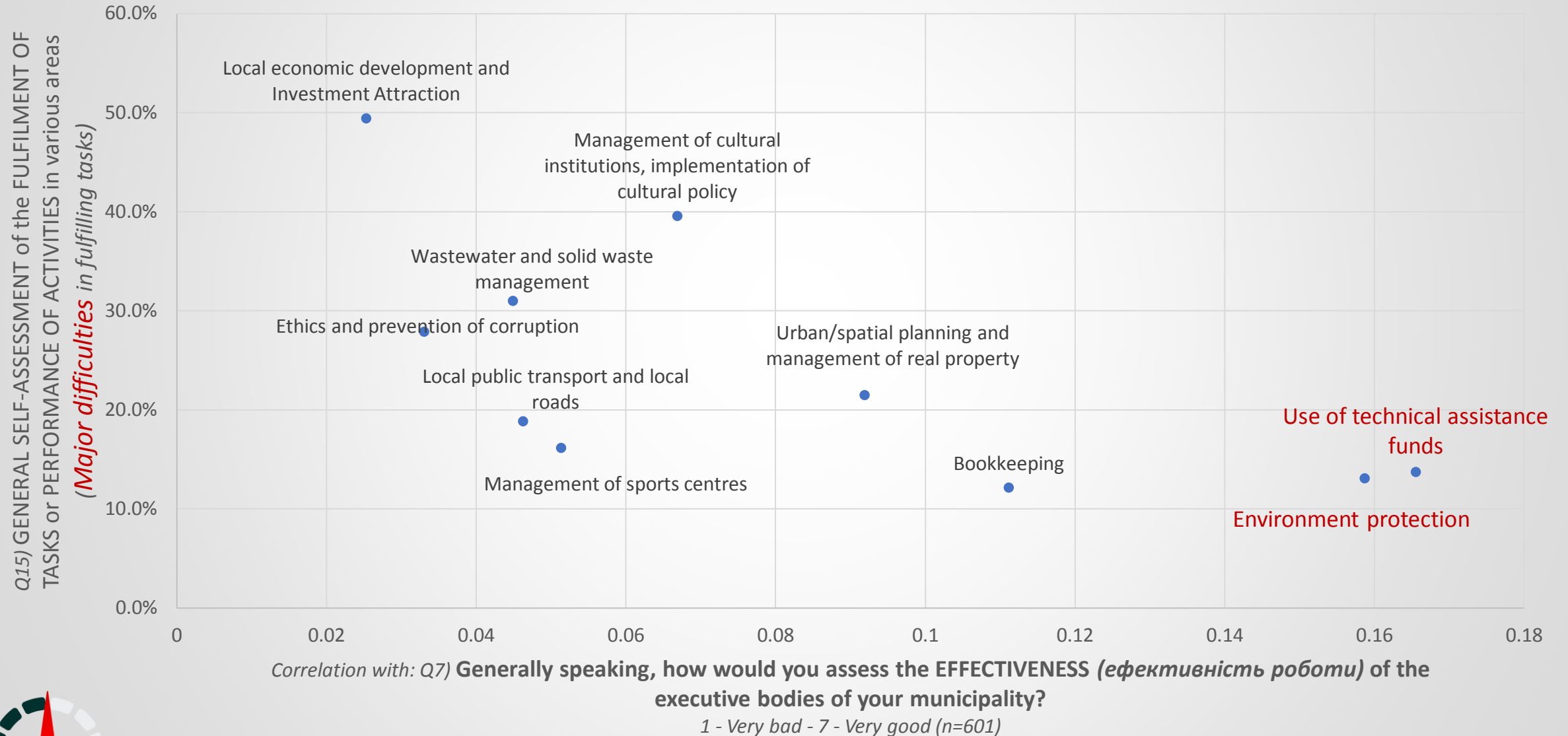


Q15) Please provide a **GENERAL ASSESSMENT** of your **OFFICE** in terms of the **FULFILMENT OF TASKS** or **PERFORMANCE OF ACTIVITIES** in indicated areas (*top 20 indications in the category*)

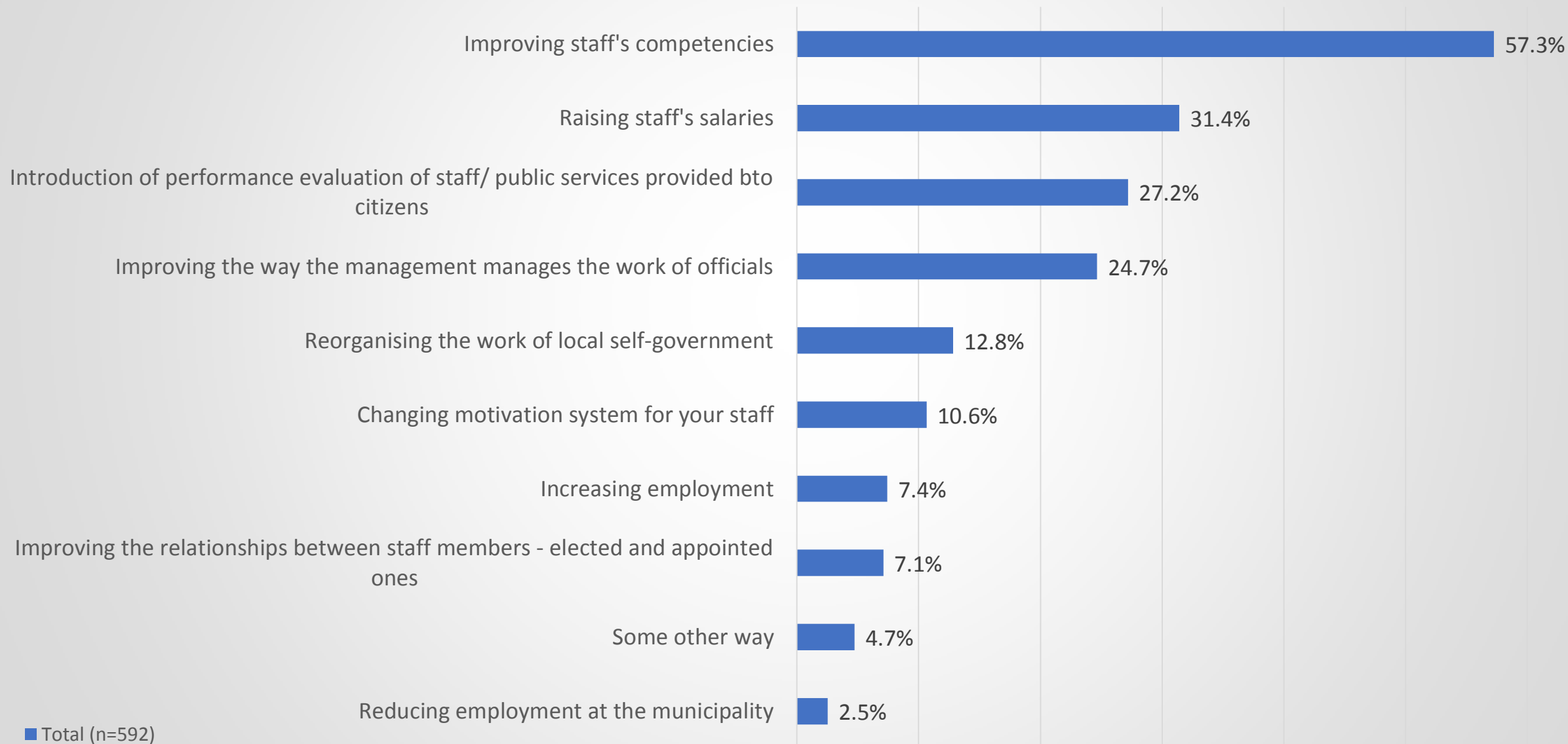
Scale: (1) Area where tasks are fulfilled smoothly; (2) Fulfilling tasks is somewhat problematic; (3) Major difficulties in fulfilling tasks



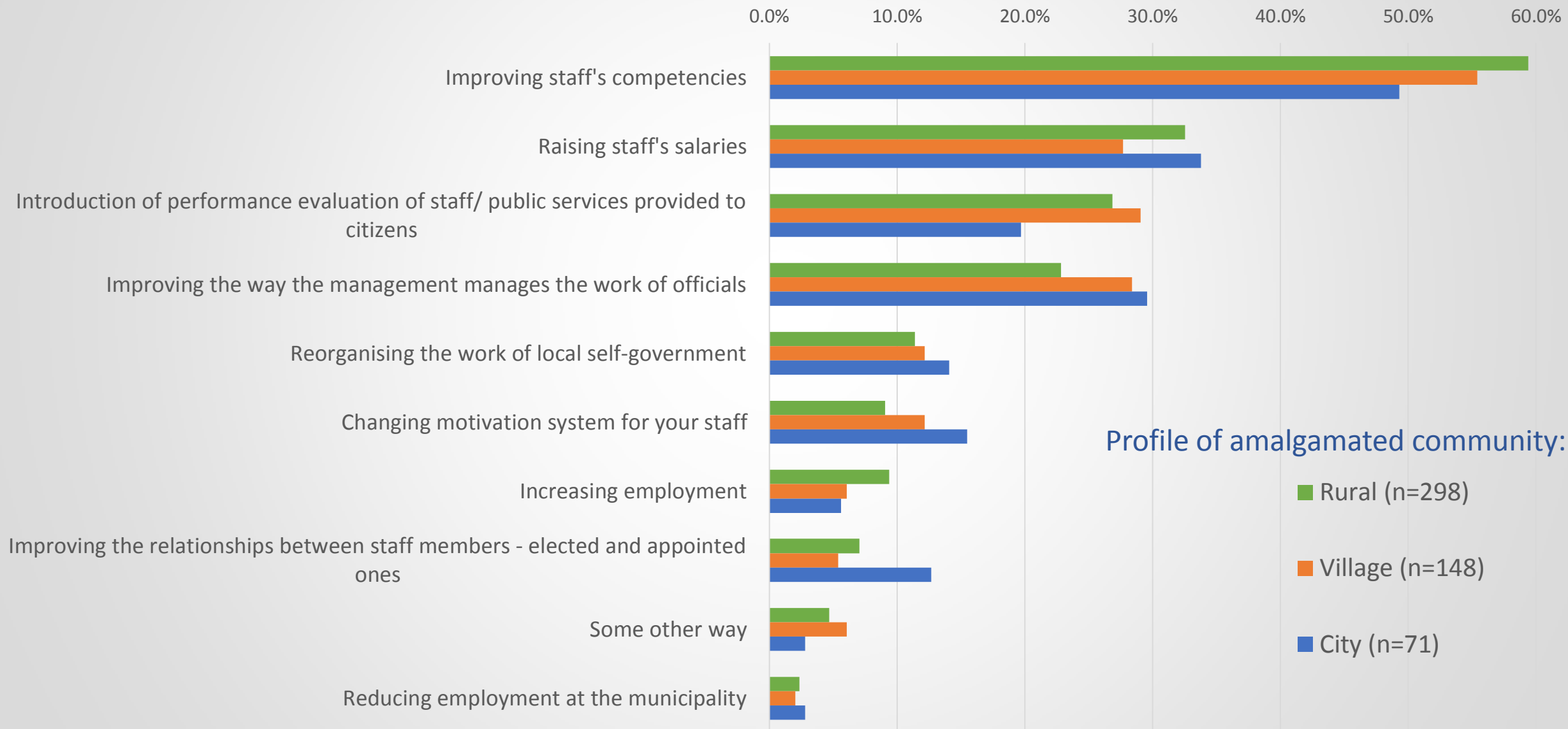
Q15) GENERAL SELF-ASSESSMENT of the FULFILMENT OF TASKS or PERFORMANCE OF ACTIVITIES by ACs in various areas (*major difficulties in fulfilling tasks* - top 10 indications) / *assessment of effectiveness*



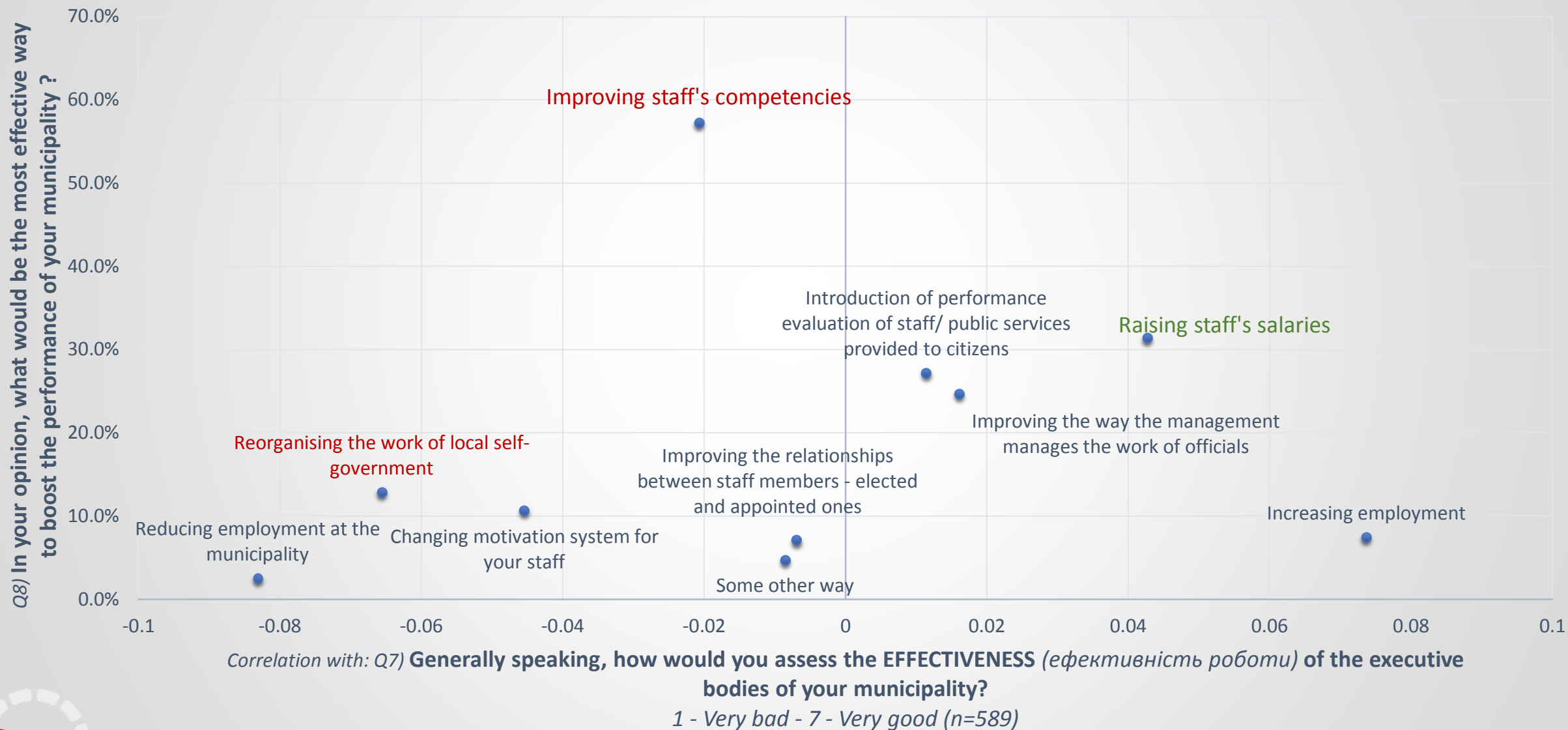
Q8) In your opinion, what would be the most effective way to boost the performance of your municipality ? (top 10 indications)



Q8) In your opinion, what would be the most effective way to boost the performance of your municipality ? (top 10 indications). / [profile of AC](#)

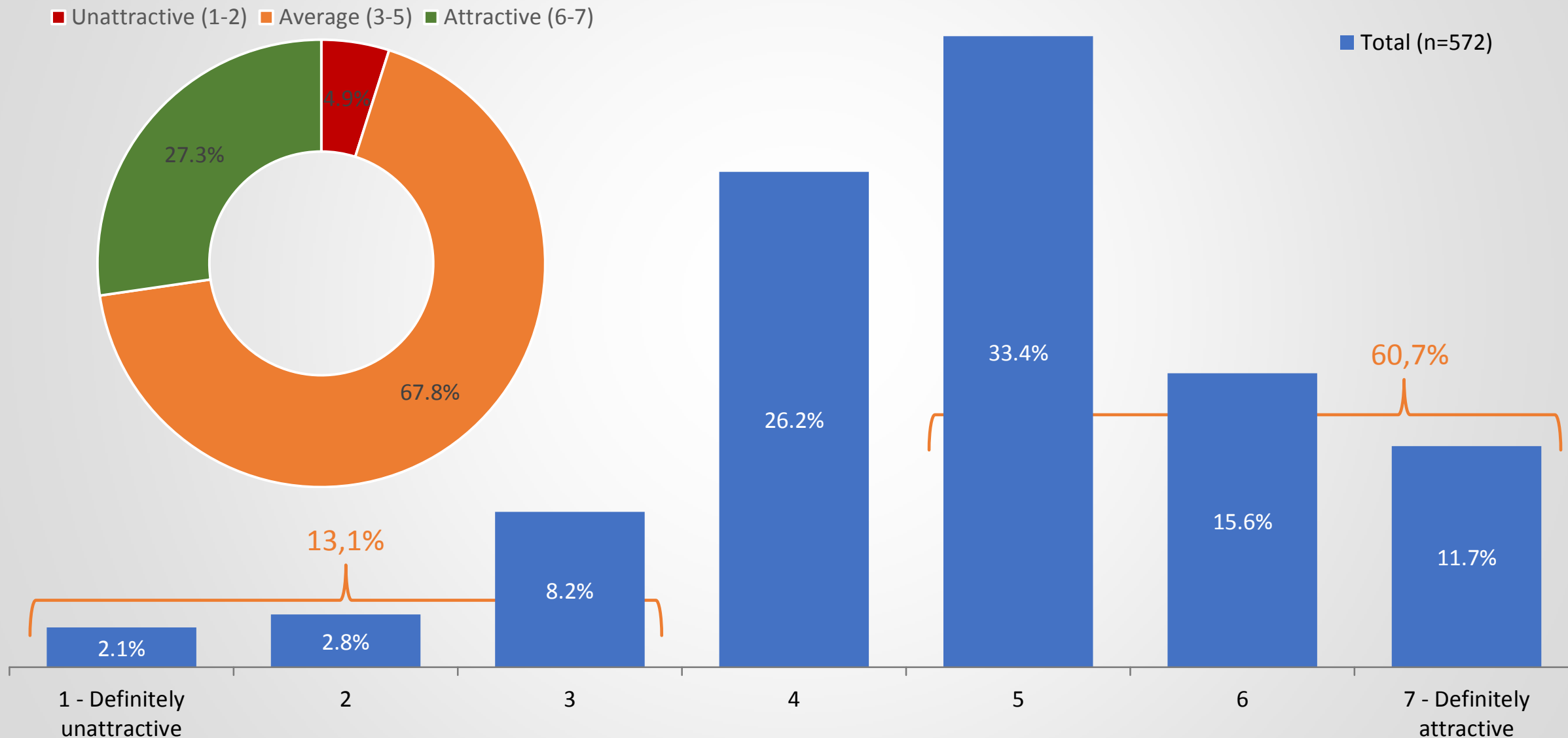


Performance improvement needs / assessment of effectiveness



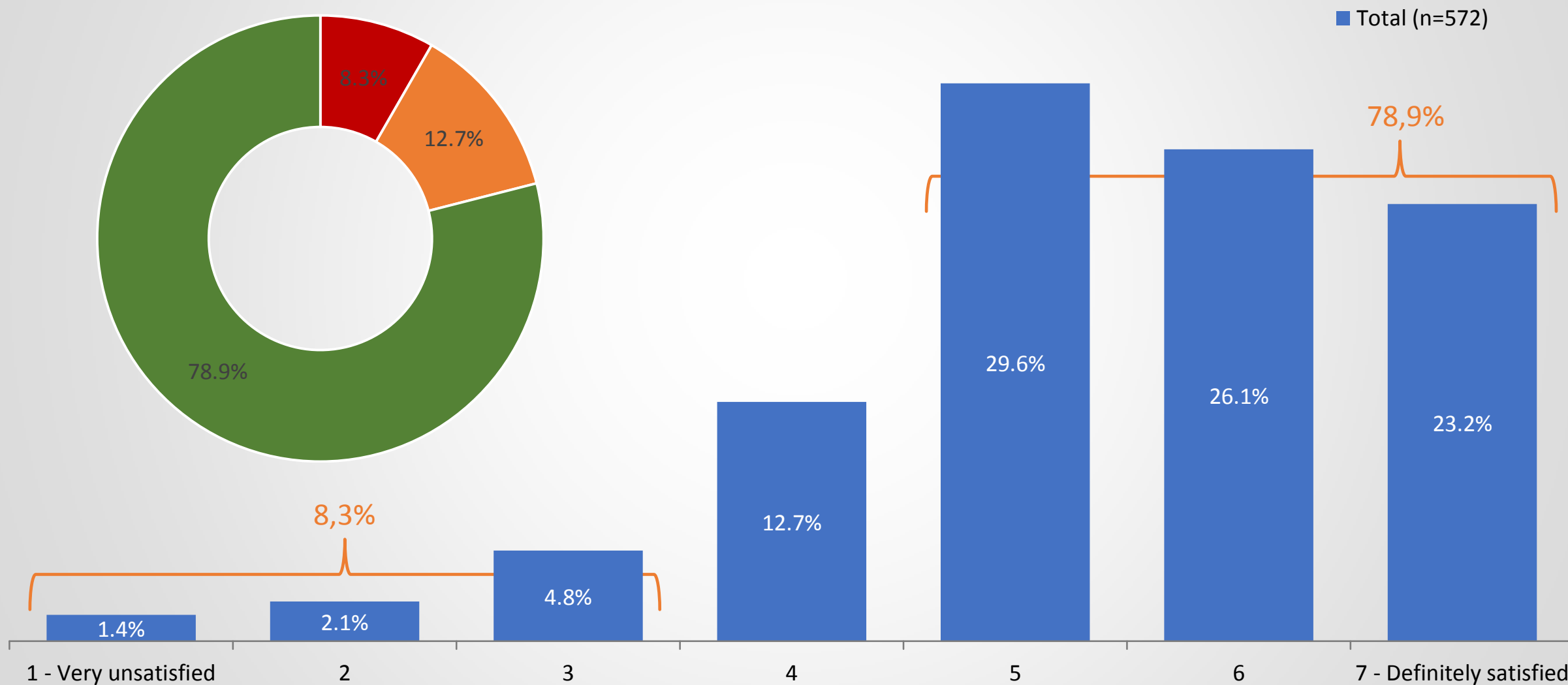
Perception of work for local government

Q10) In your personal opinion, is a job at the municipality ATTRACTIVE or UNATTRACTIVE in comparison with other available employment opportunities?



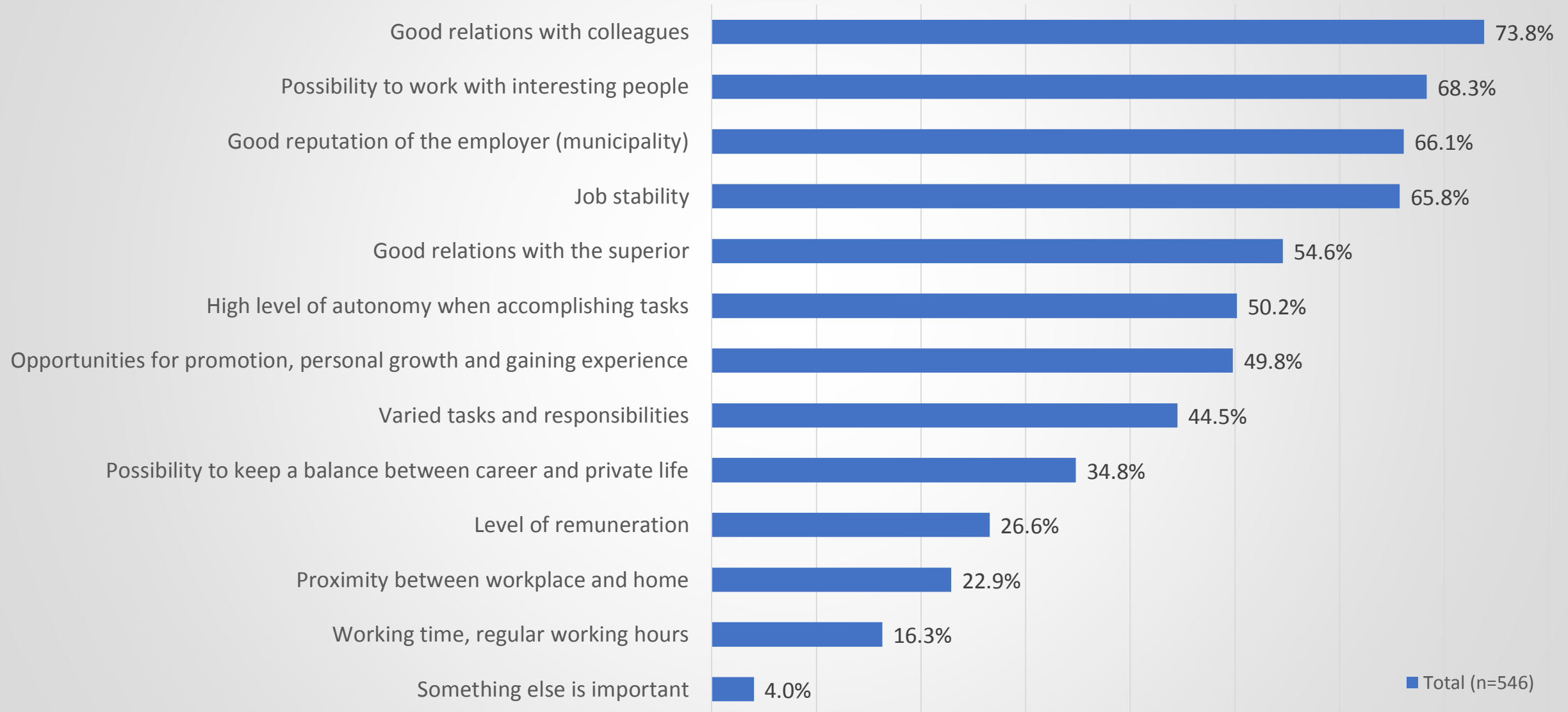
Q11) Please evaluate how are you personally satisfied with work in municipality?

■ Very unsatisfied (1-3) ■ Average (4) ■ Very satisfied (5-7)

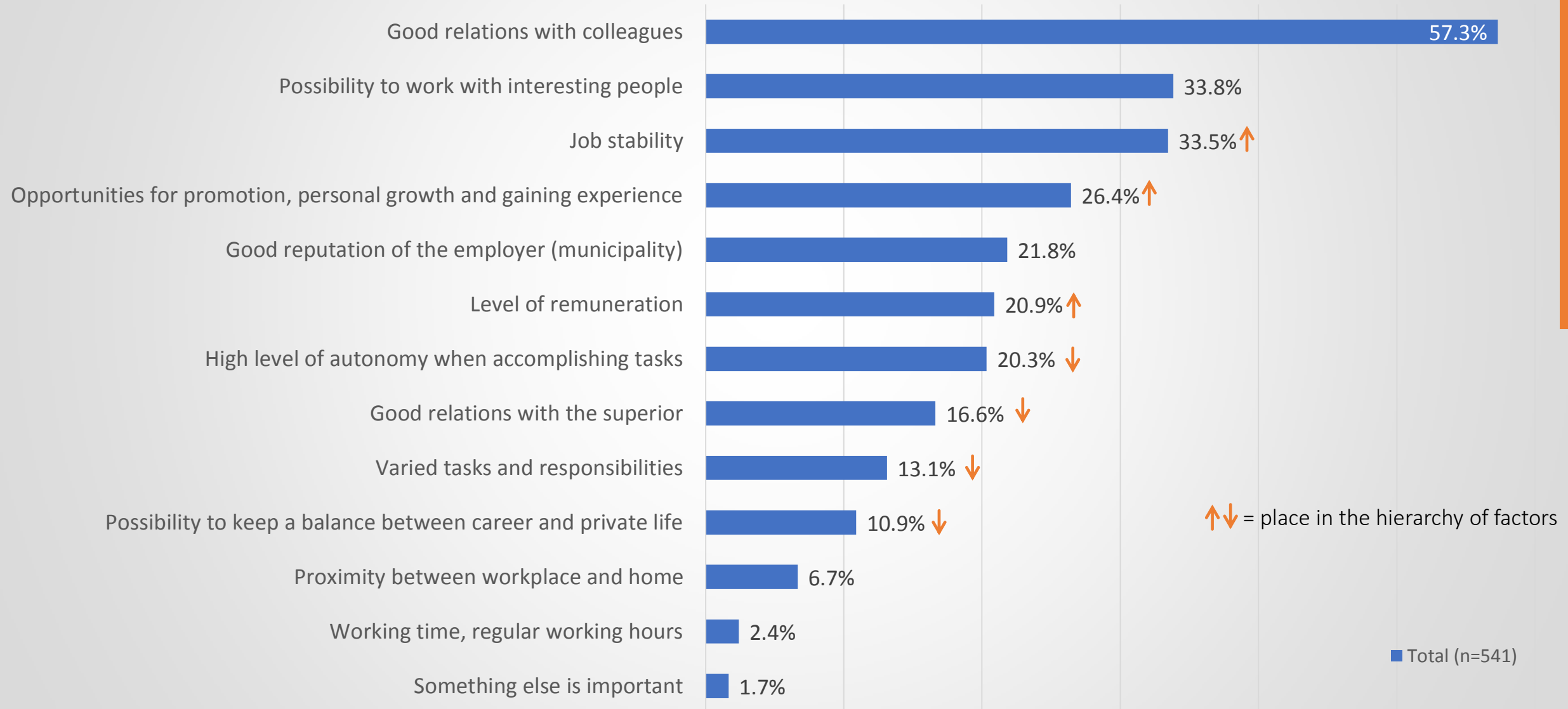


Q12) Issues making a local government job attractive FOR THE RESPONDENT

(chosen answer: *"very important"*)

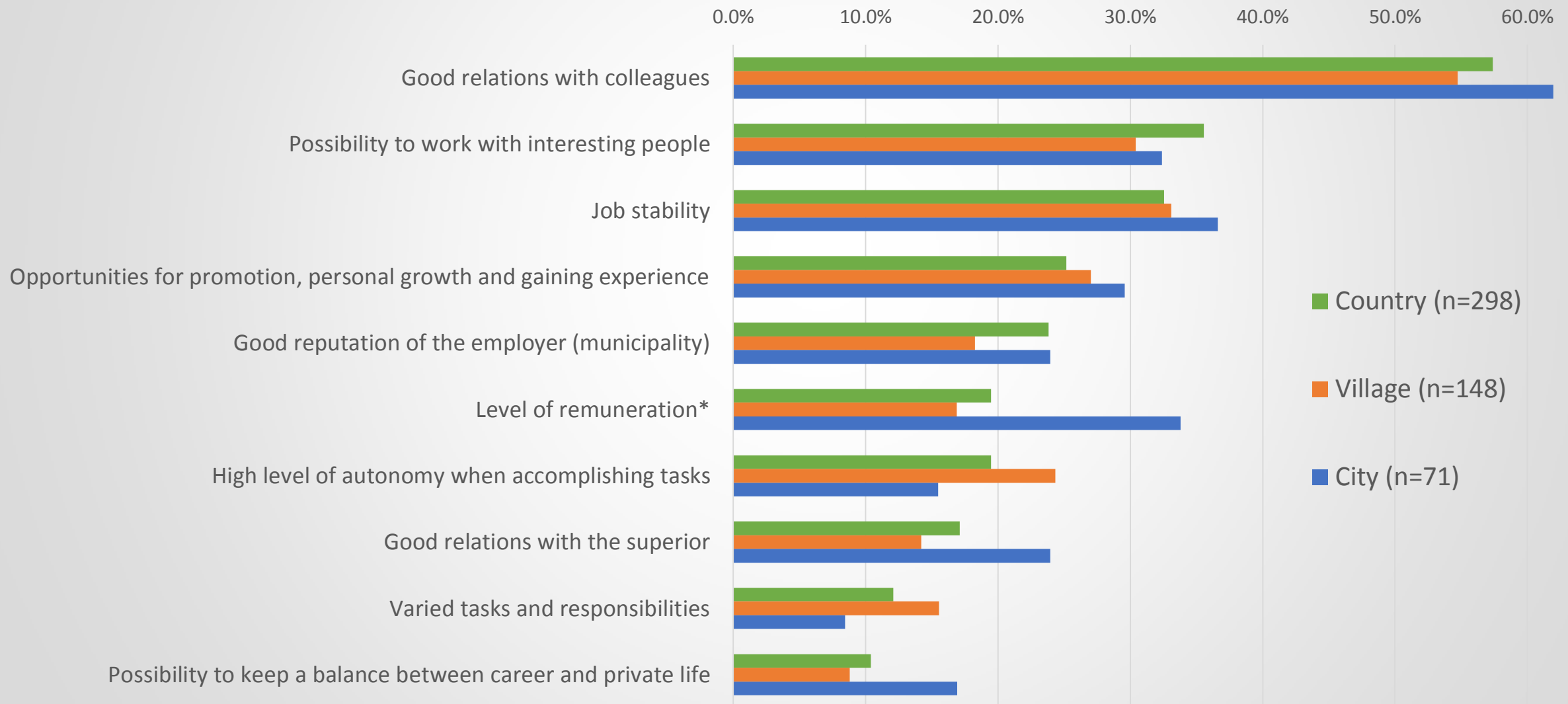


Q13) And which of those issues play the most important role for you in the context of your work for local government?



Q13) And which of those issues play the most important role for you in the context of your work for local government?

/ Profile of amalgamated community:

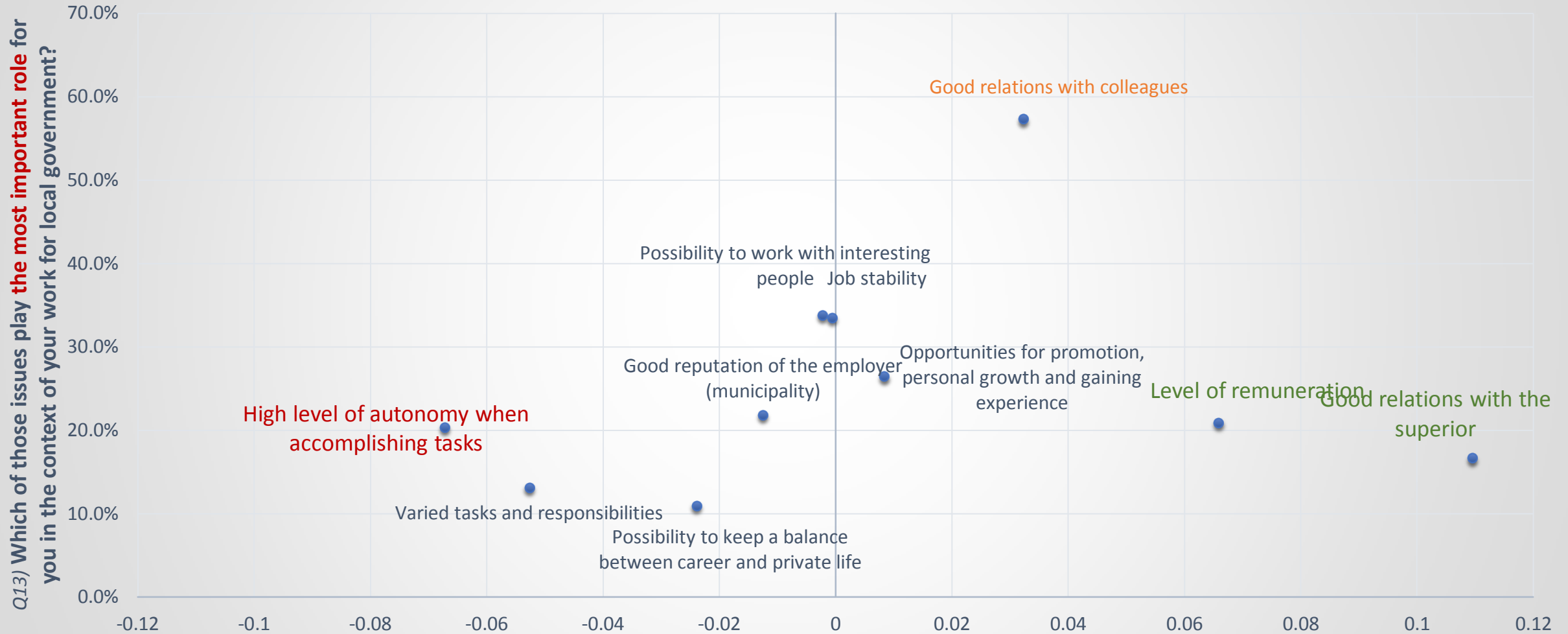


Q12) Issues making a local government job attractive FOR THE RESPONDENT

(chosen answers: “totally unimportant” + “fairly unimportant”)



Factors most important for respondent in the context of his/her work for local government? (top 10 indications) / assessment of job attractiveness

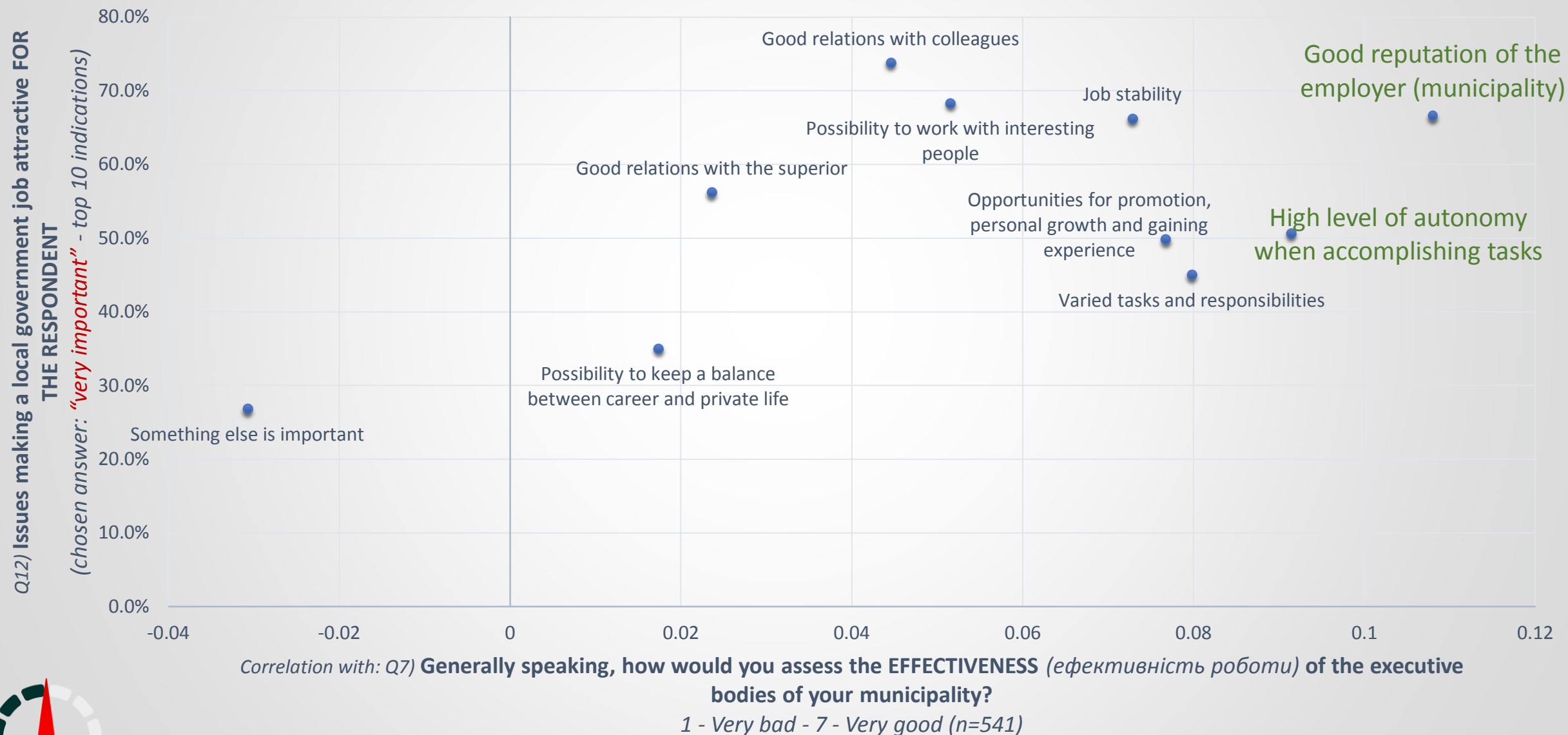


Correlation with: Q10) In your personal opinion, is a job at the municipality **ATTRACTIVE** or **UNATTRACTIVE** in comparison with other available employment opportunities?

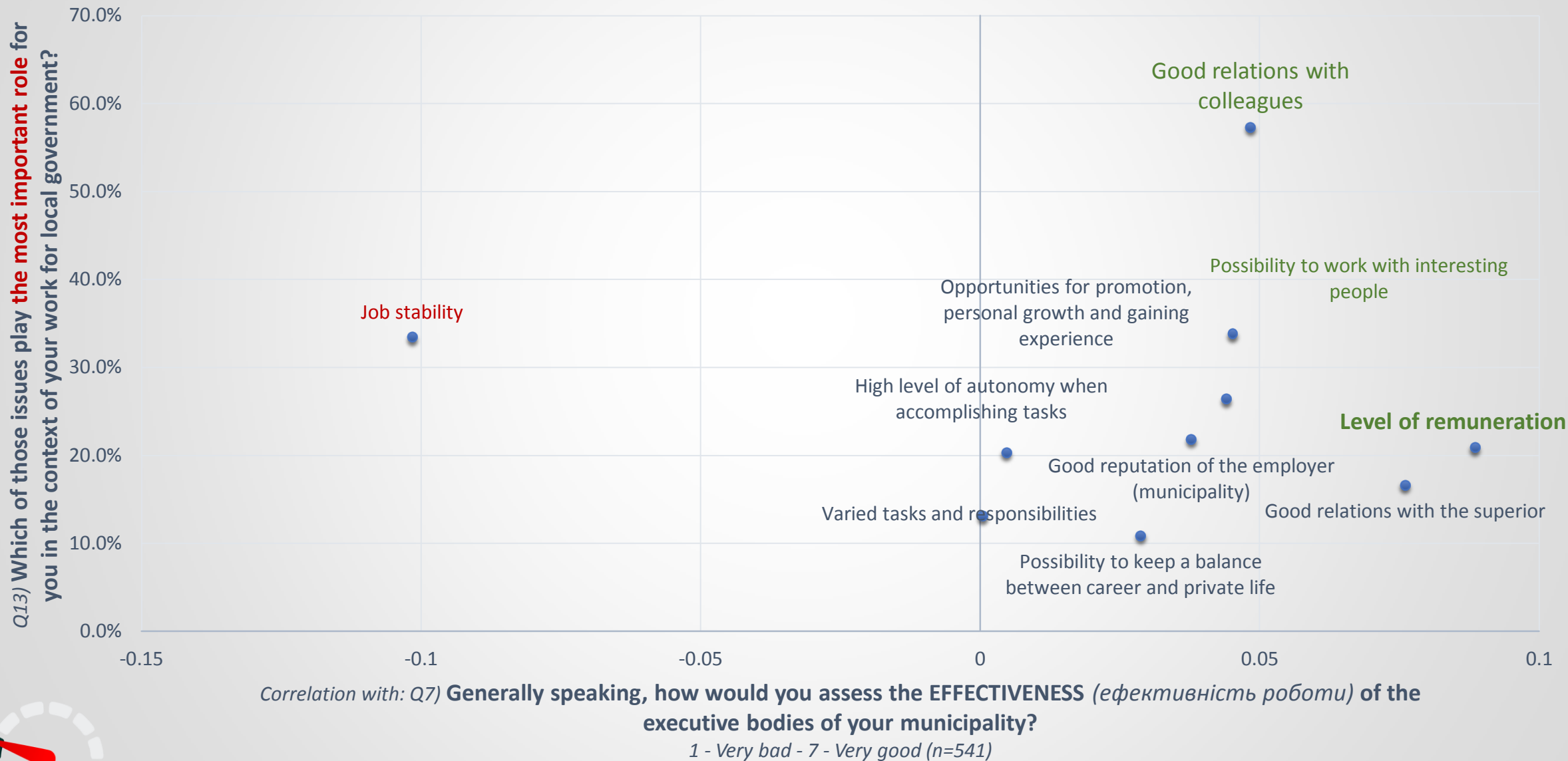
1 - Definitely unattractive - 7 - Definitely attractive (n=541)



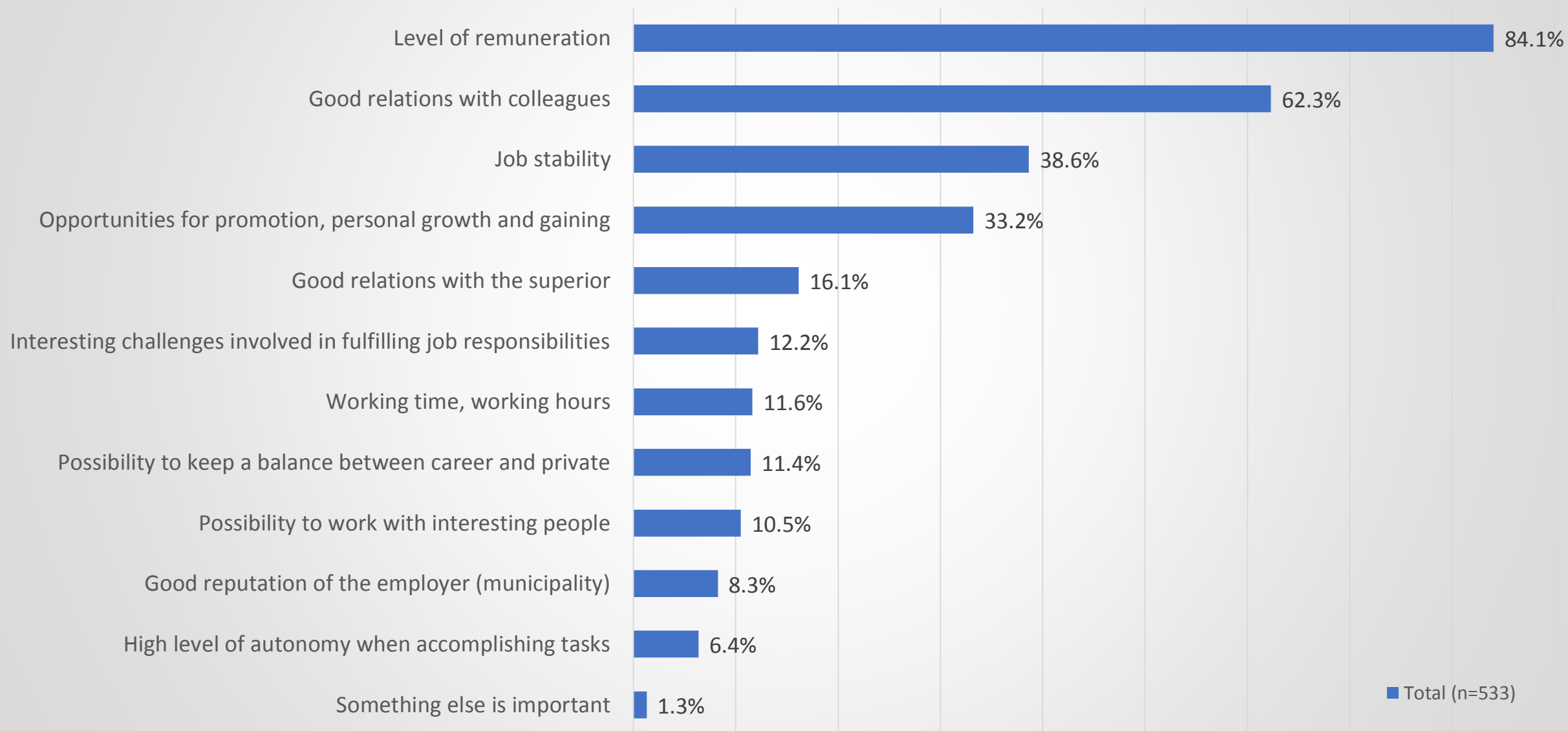
Factors making LG job attractive for the respondent (chosen answer: "very important" - top 10 indications) / assessment of effectiveness



Most important factors making LG job **attractive** for the respondent (top 10 indications) / assessment of effectiveness

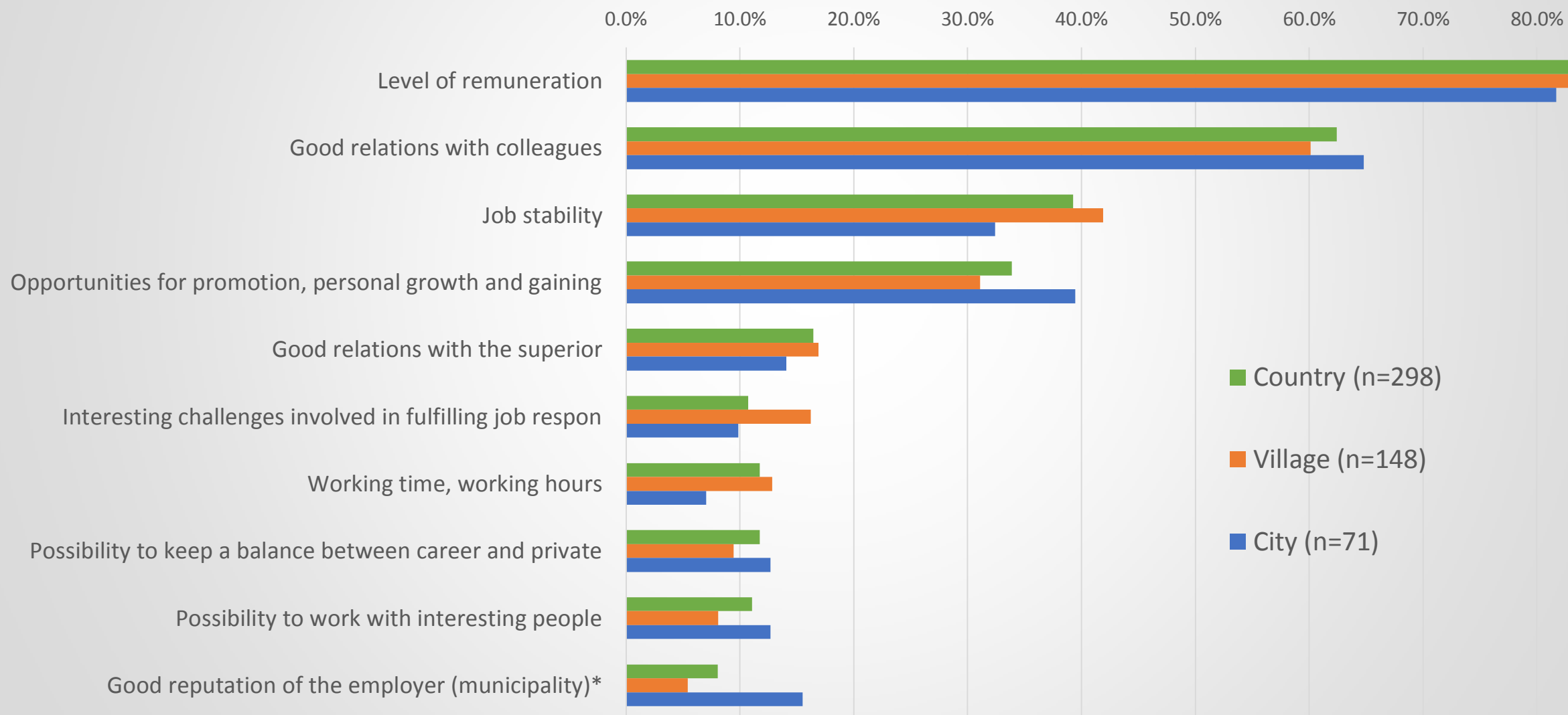


Q14) Factors considered to be the **most important FOR THE STAFF** at the municipality office, making local self-government unit attractive as a place to work

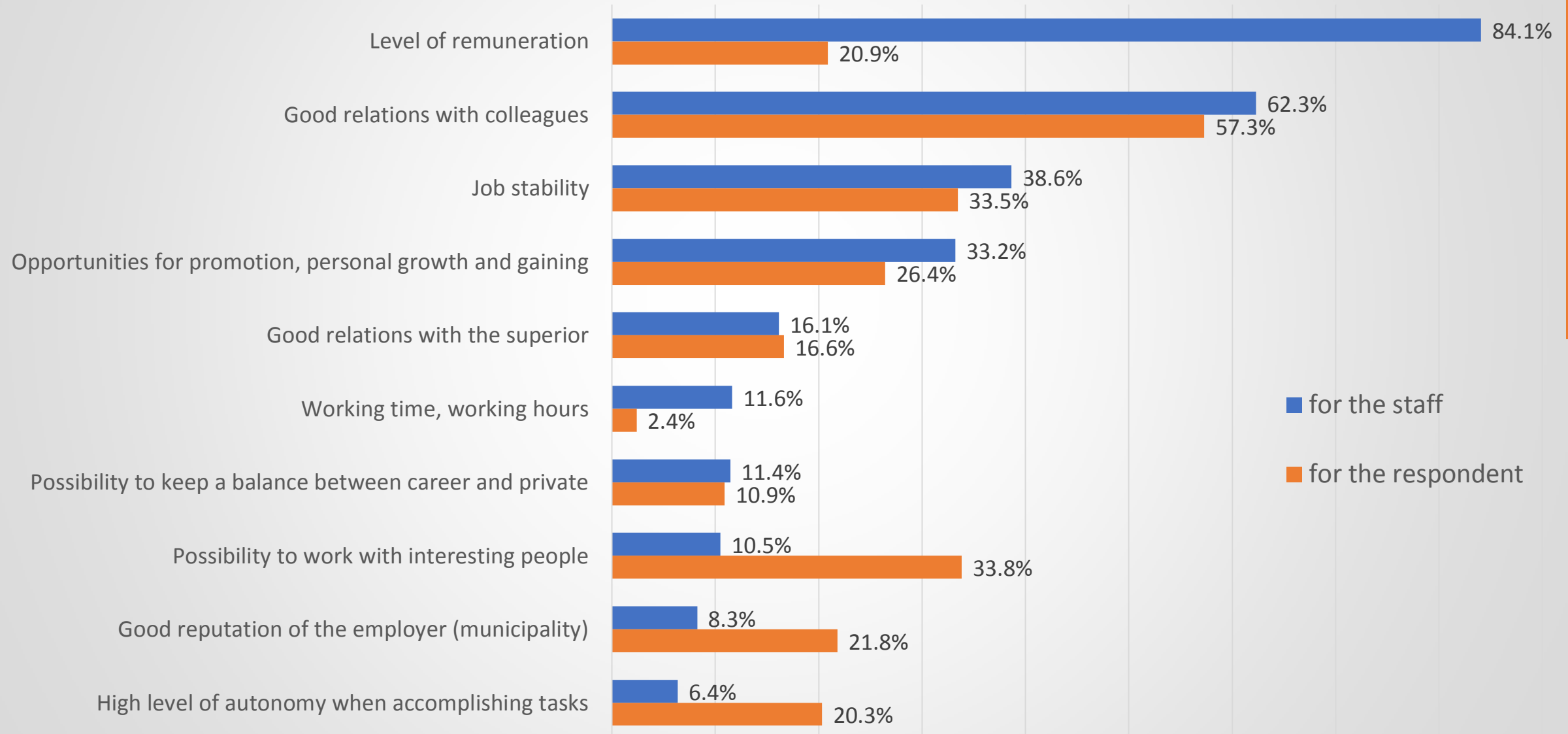


Q14) Factors considered to be the most important FOR THE STAFF at the municipality office, making local self-government unit attractive as a place to work

/ Profile of amalgamated community

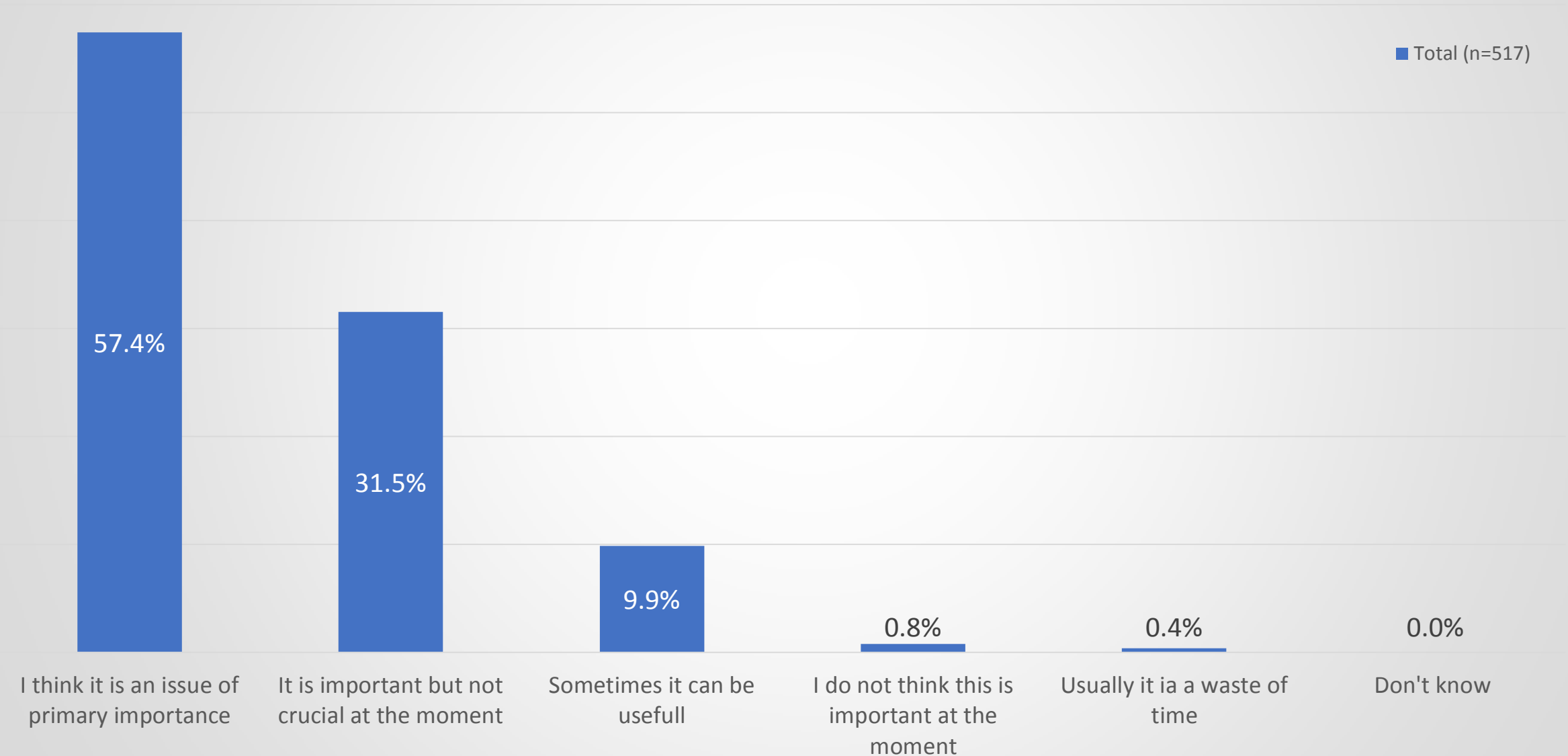


Q13/14) Factors making local government job attractive: self vs. projective perspective

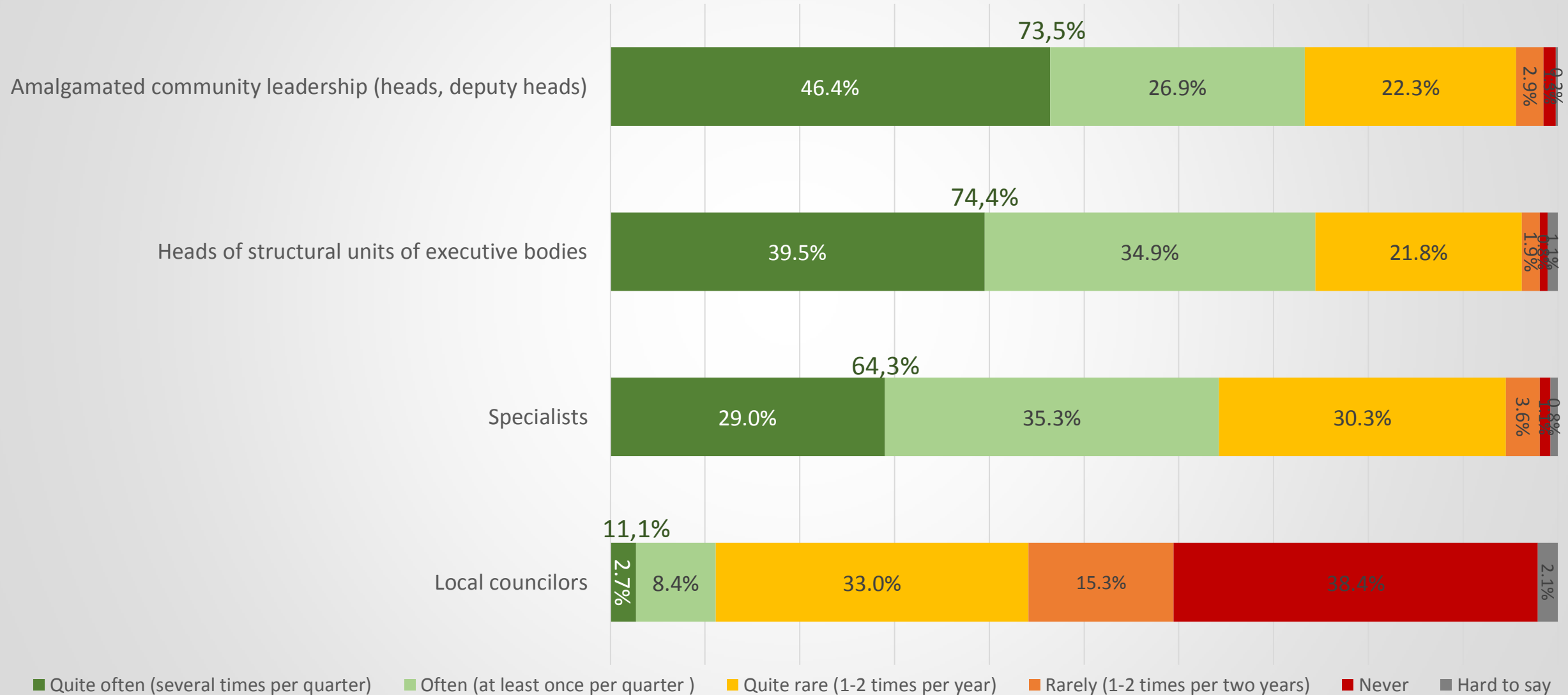


Training experiences
and
attitudes towards competence development of staff

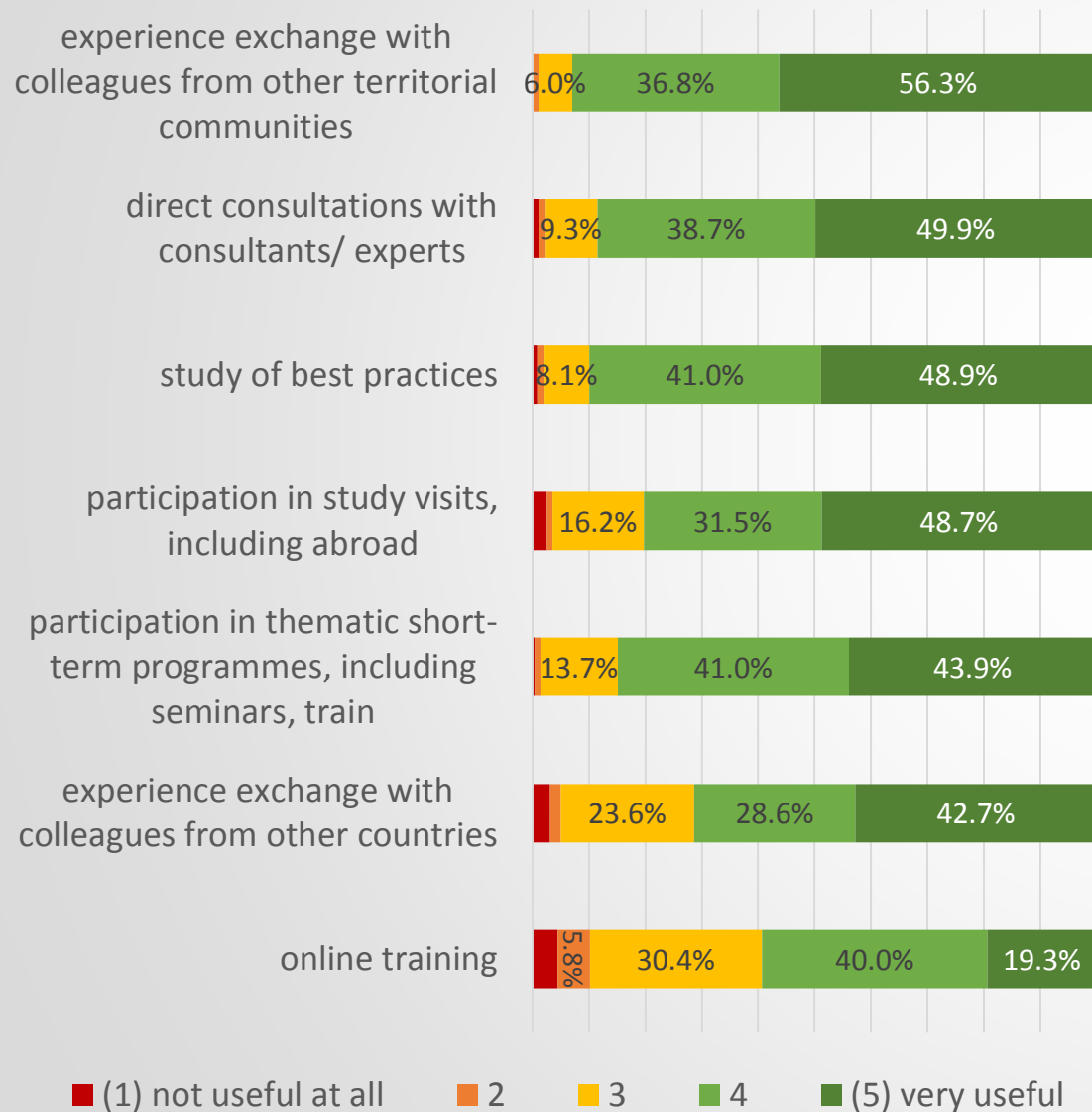
Q20) What is your attitude towards participation of officials in professional training?



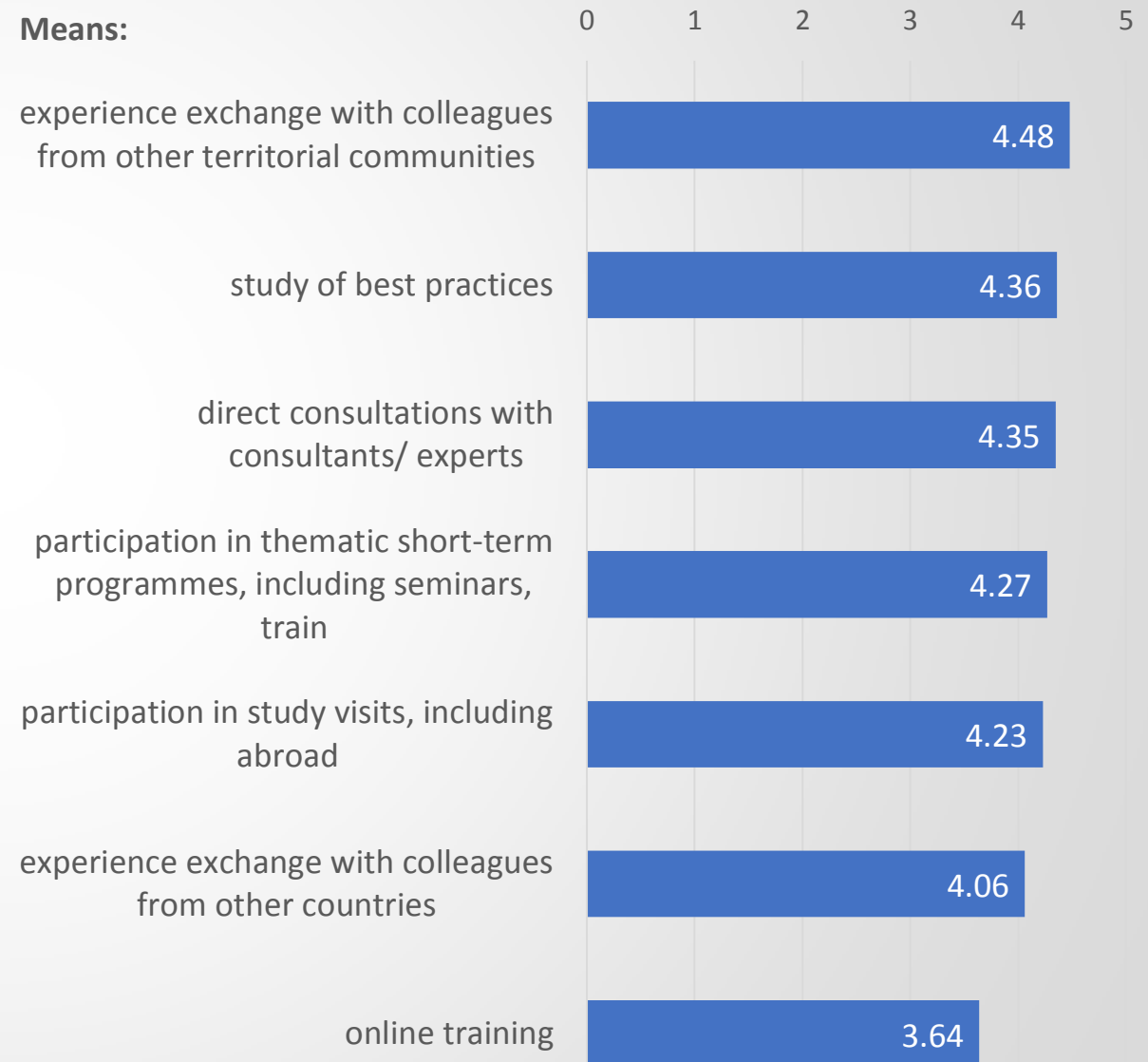
Q21) How often do the following categories of employees in your amalgamated community participate in training?



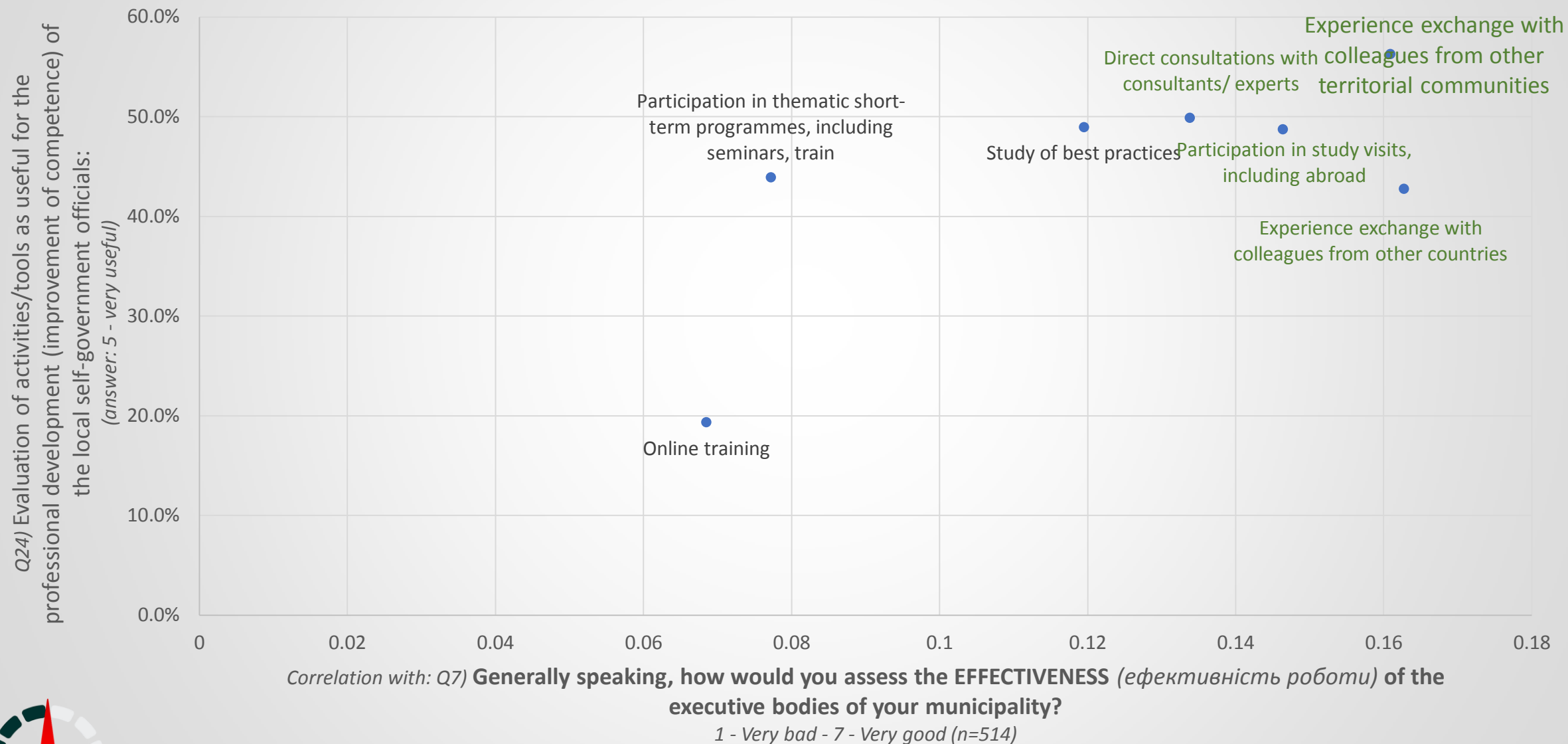
Q24) Please evaluate the extent to which the said activities/tools are useful for the professional development (improvement of competence) of the local self-government officials:



Means:



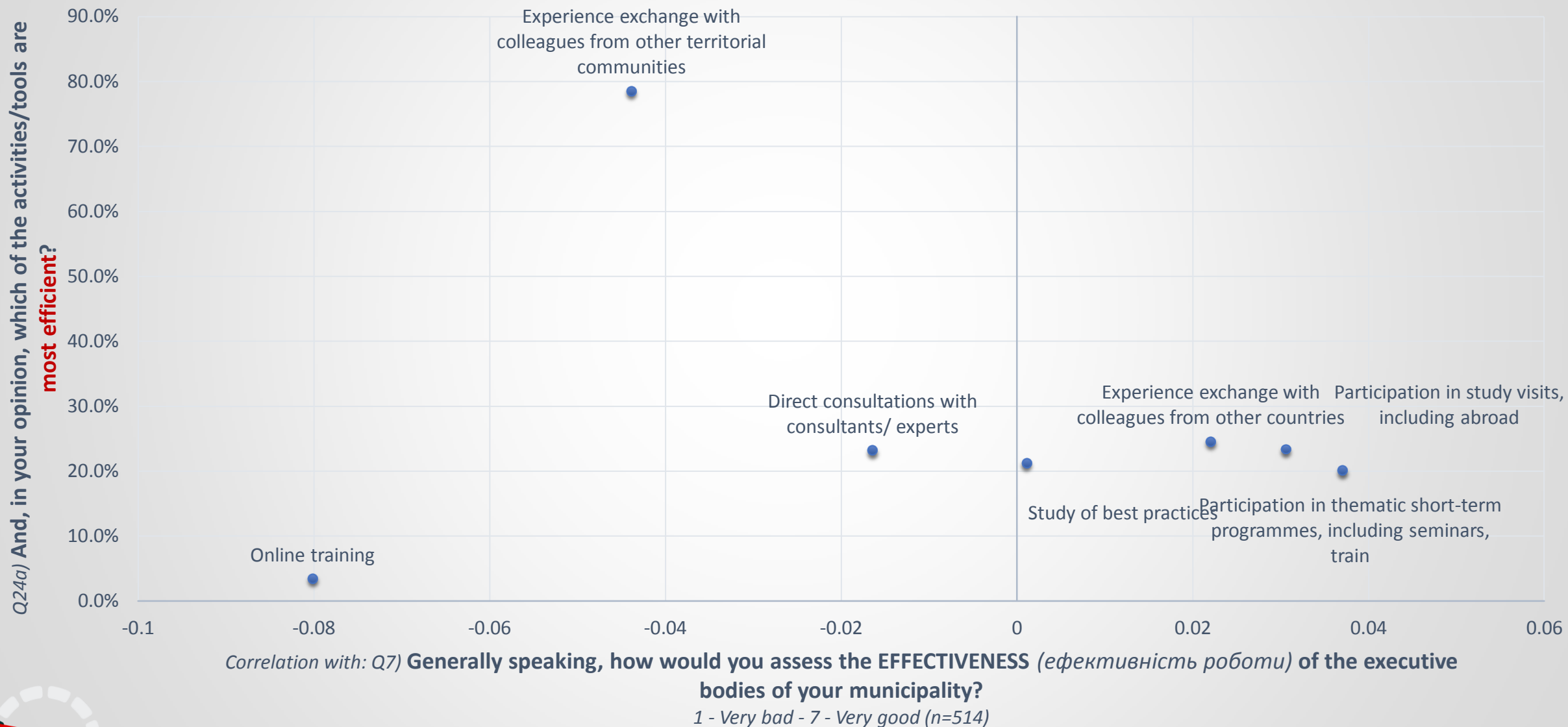
Q24) Usefulness of activities/tools for professional development (improvement of competence) (answer: 5 - very useful) / assessment of effectiveness



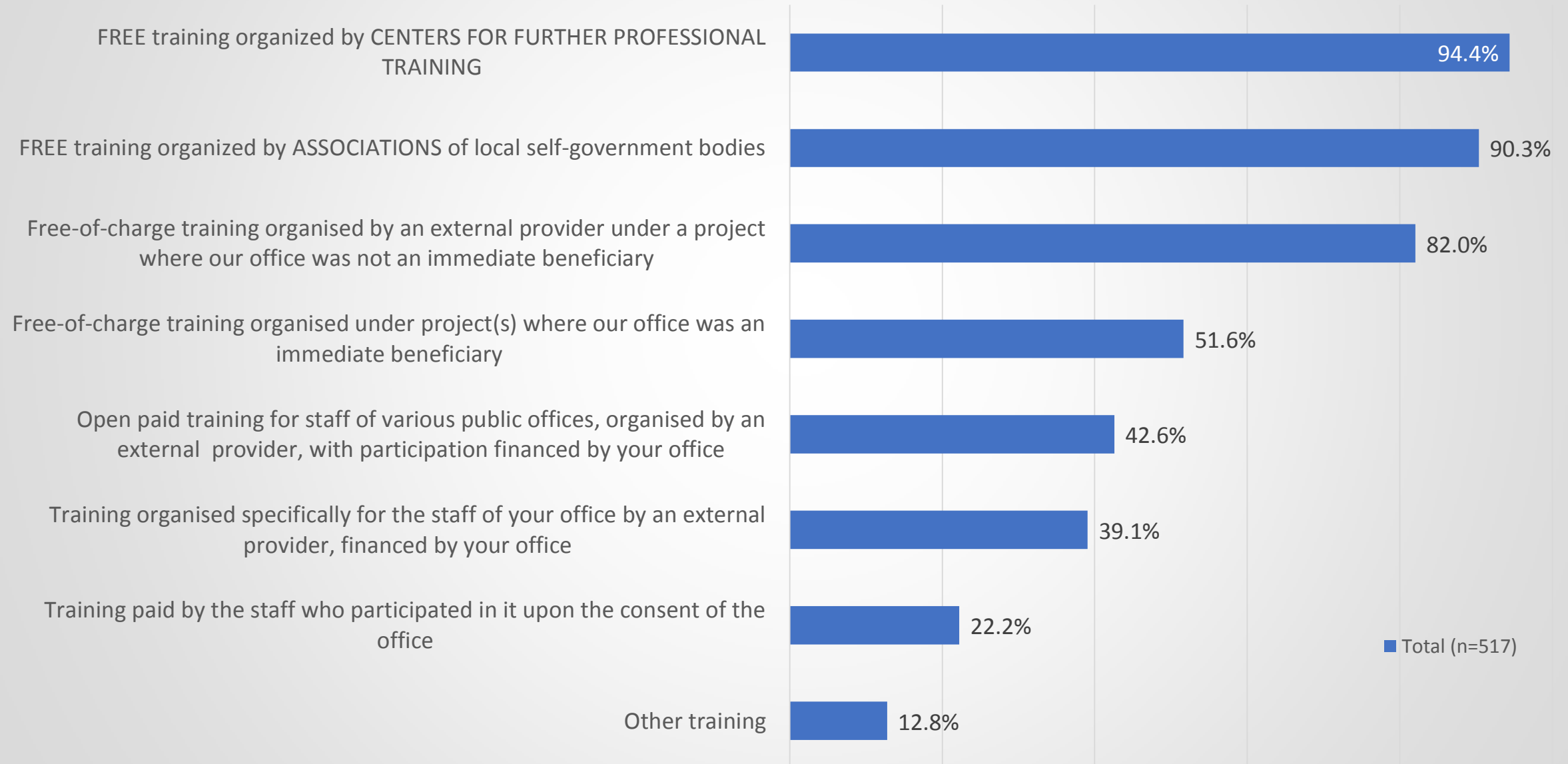
Q24a) And, in your opinion, which of the activities/tools are most efficient?



Q24a) And, in your opinion, which of the activities/tools are most efficient?

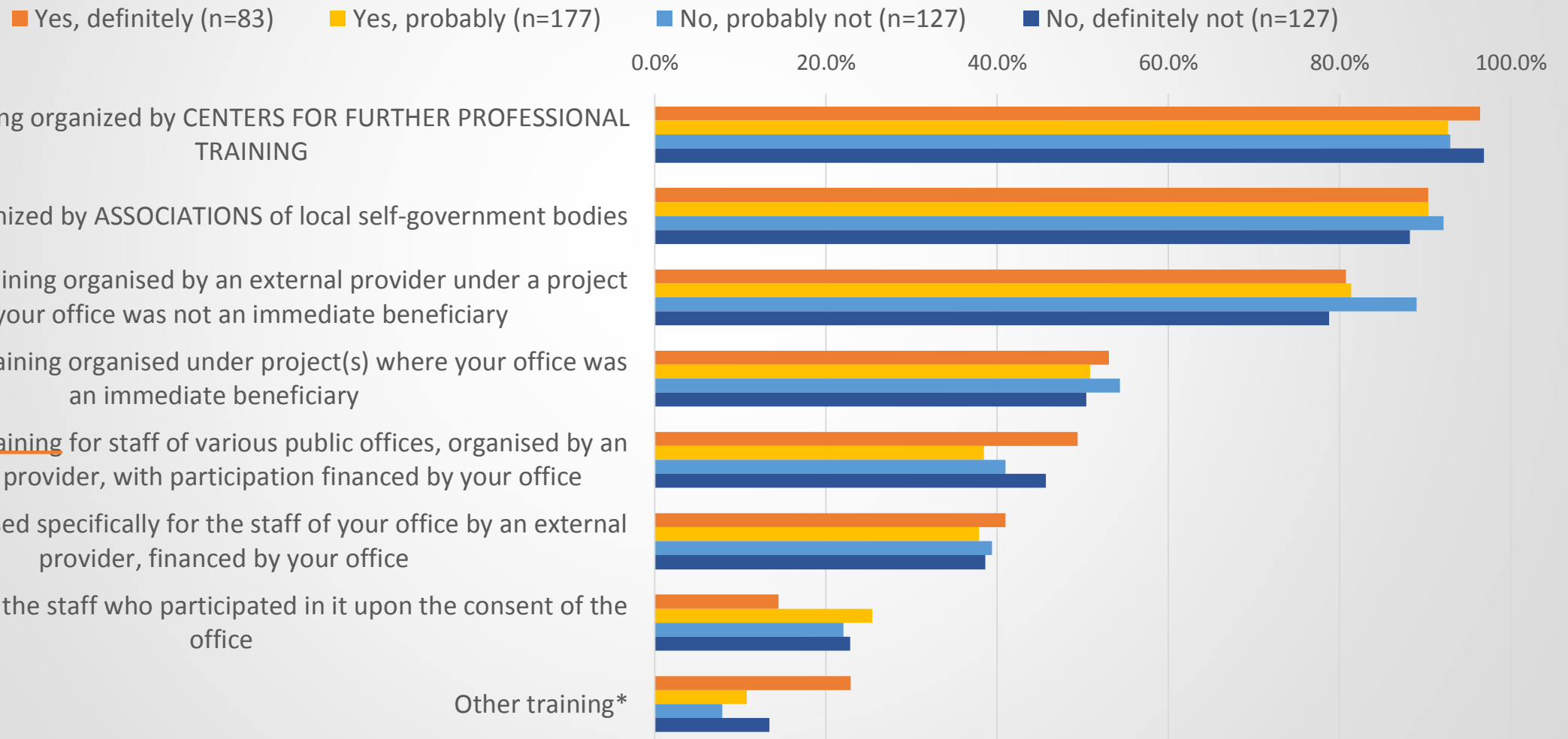


Q22) What kind of (external) training did your staff participated in 2018?



Q22) What kind of (external) training did your staff participated in 2018?

Q16) Can you see any problems in the work of your municipality caused primarily by insufficient knowledge or insufficient skills of officials?

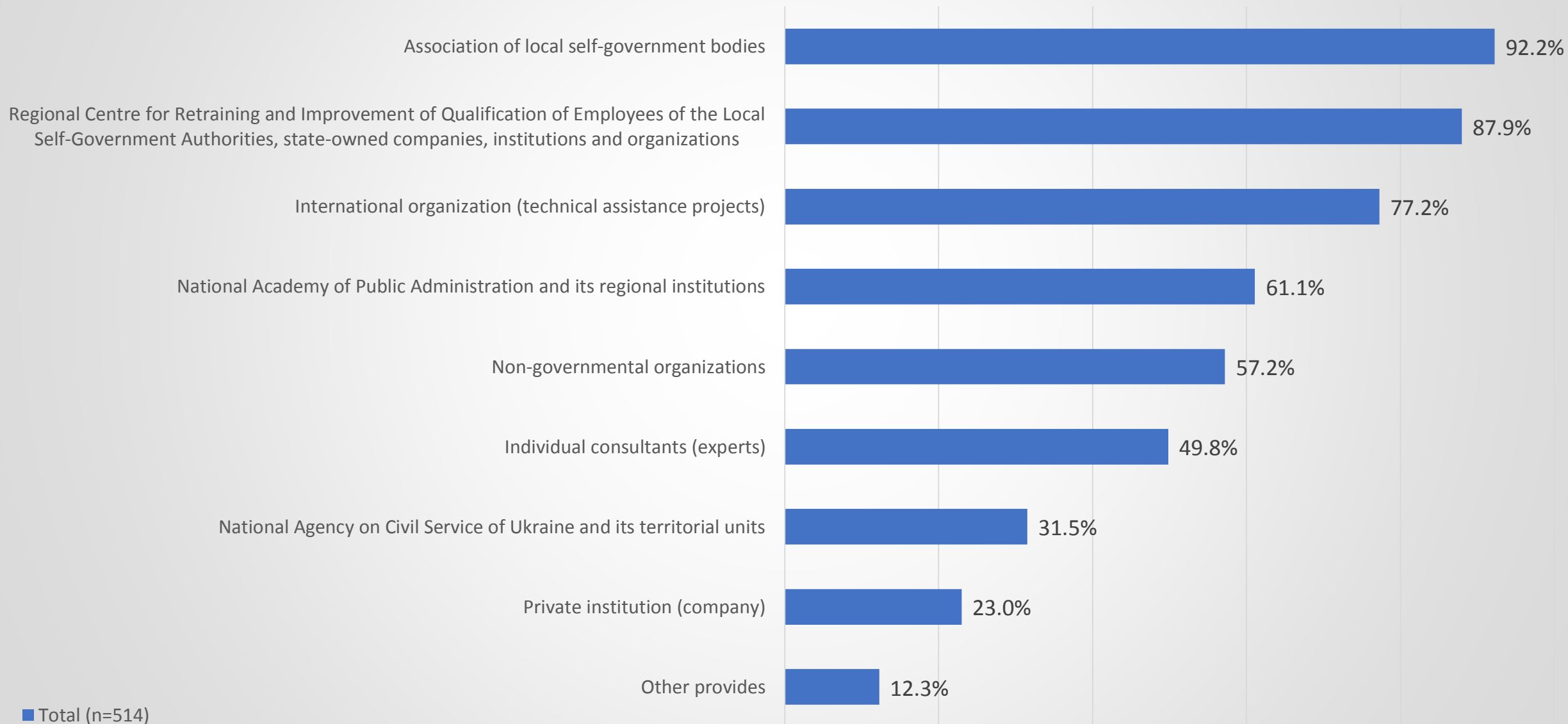


Q22) What kind of (external) training did your staff participated in 2018?

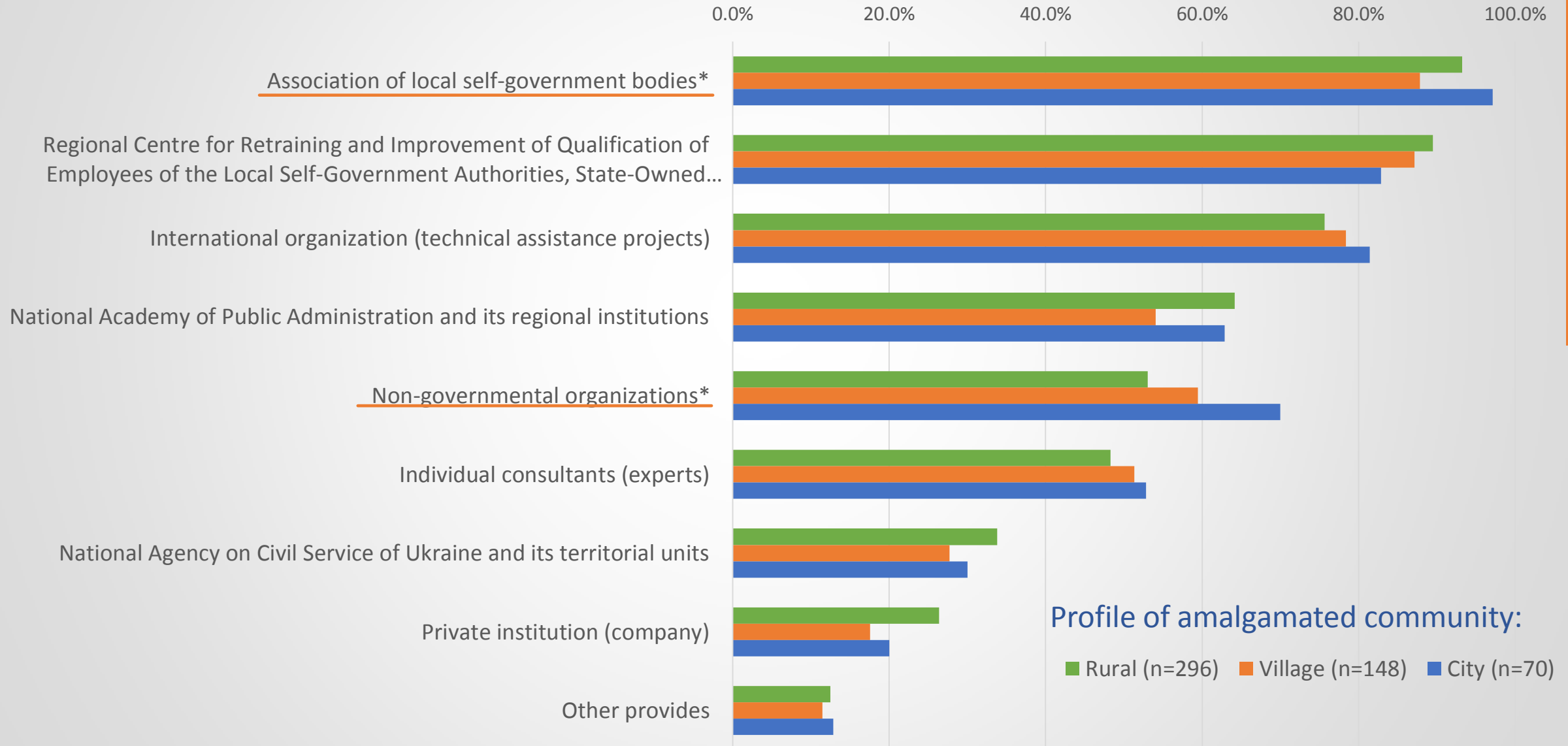
Q16) Can you see any problems in the work of your municipality caused primarily by insufficient knowledge or insufficient skills of officials?



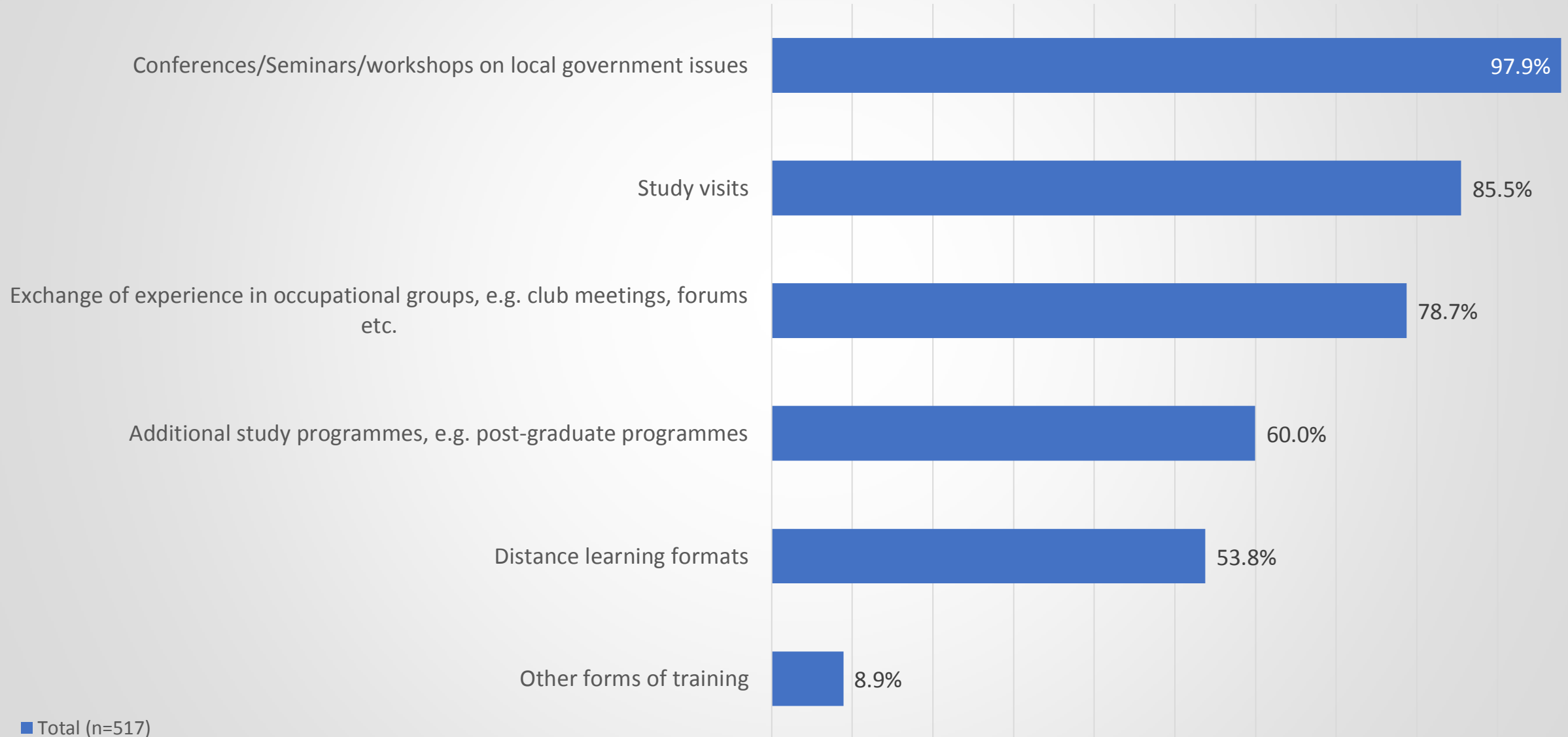
Q23) Who was the organiser of those training events?



Q23) Who was the organiser of those training events?

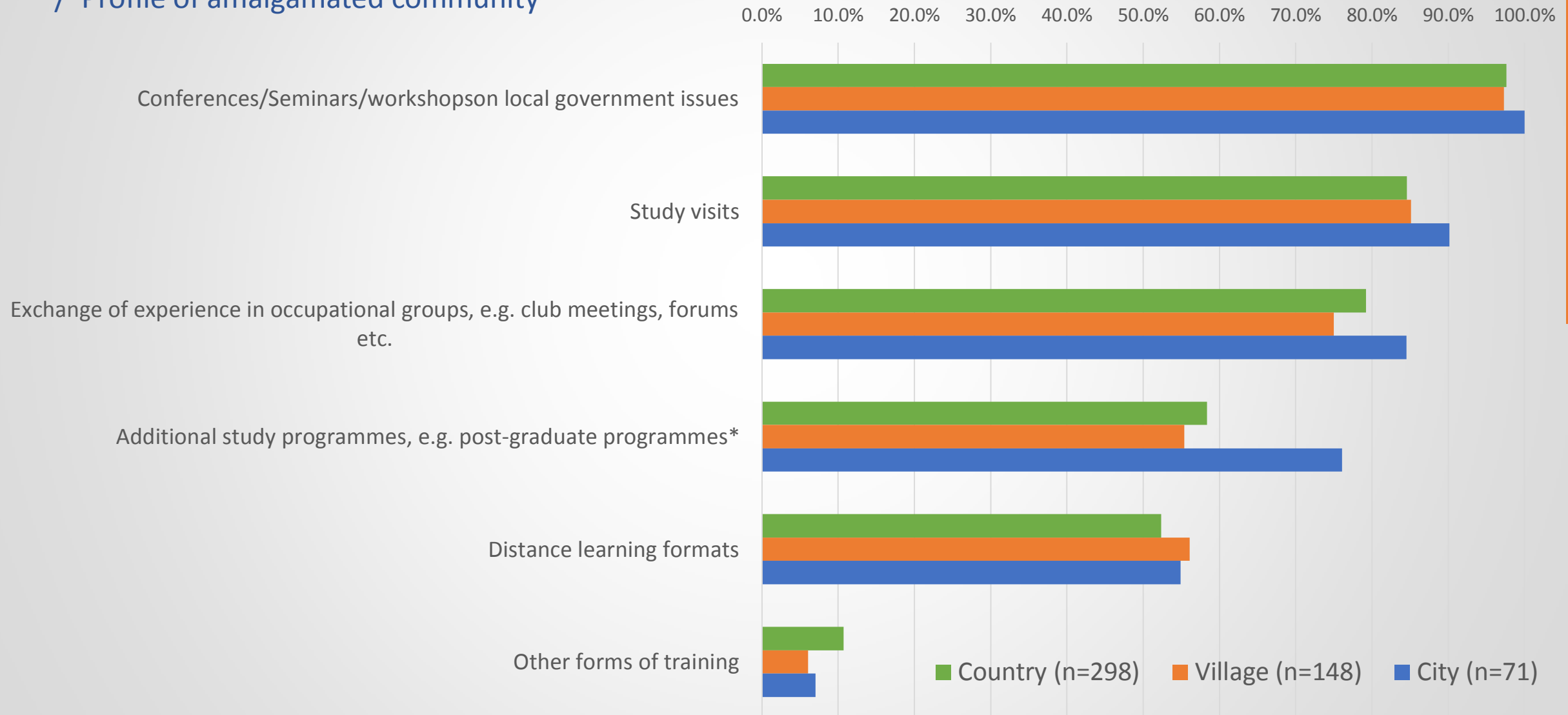


Q29) In which forms of professional competence development did your staff participate in during the last year?

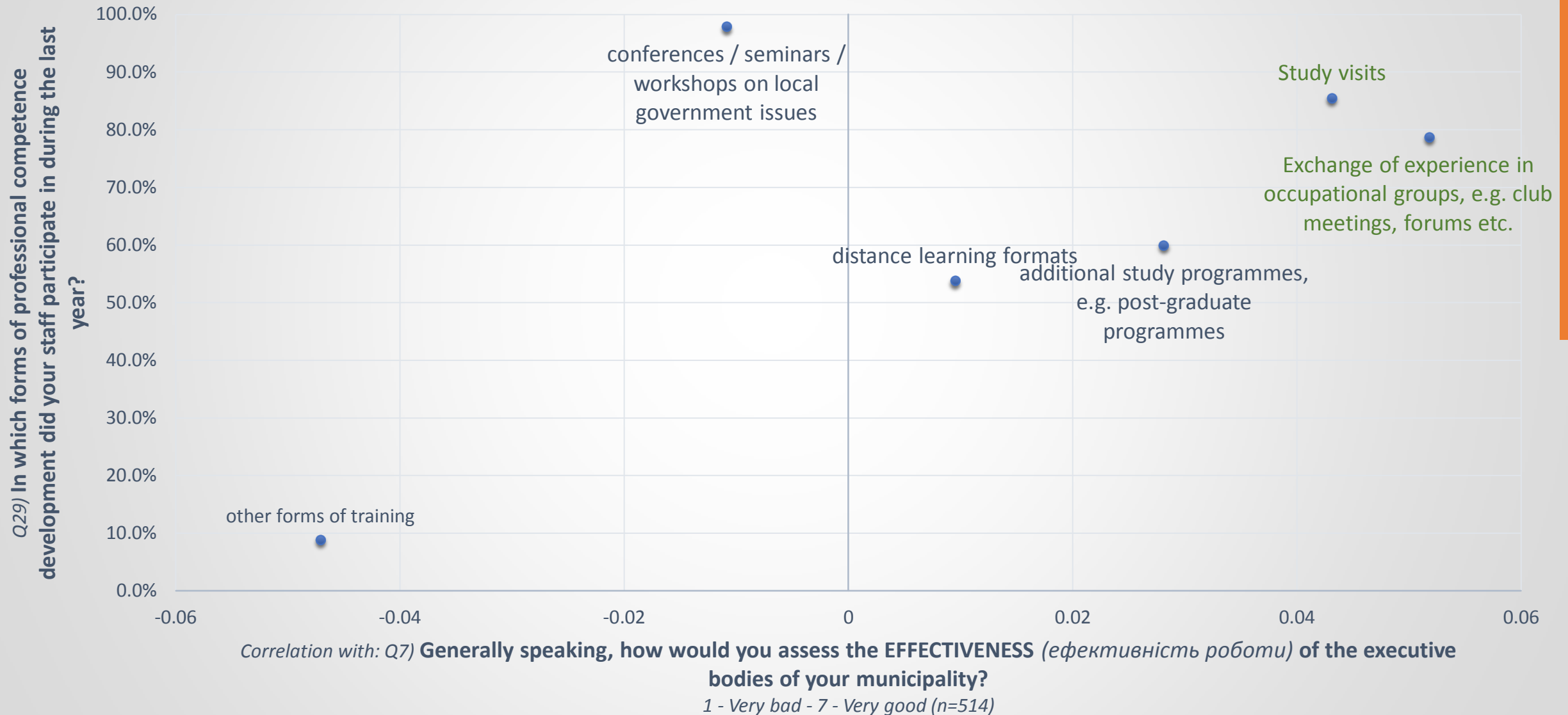


Q29) In which forms of professional competence development did your staff participate in during the last year?

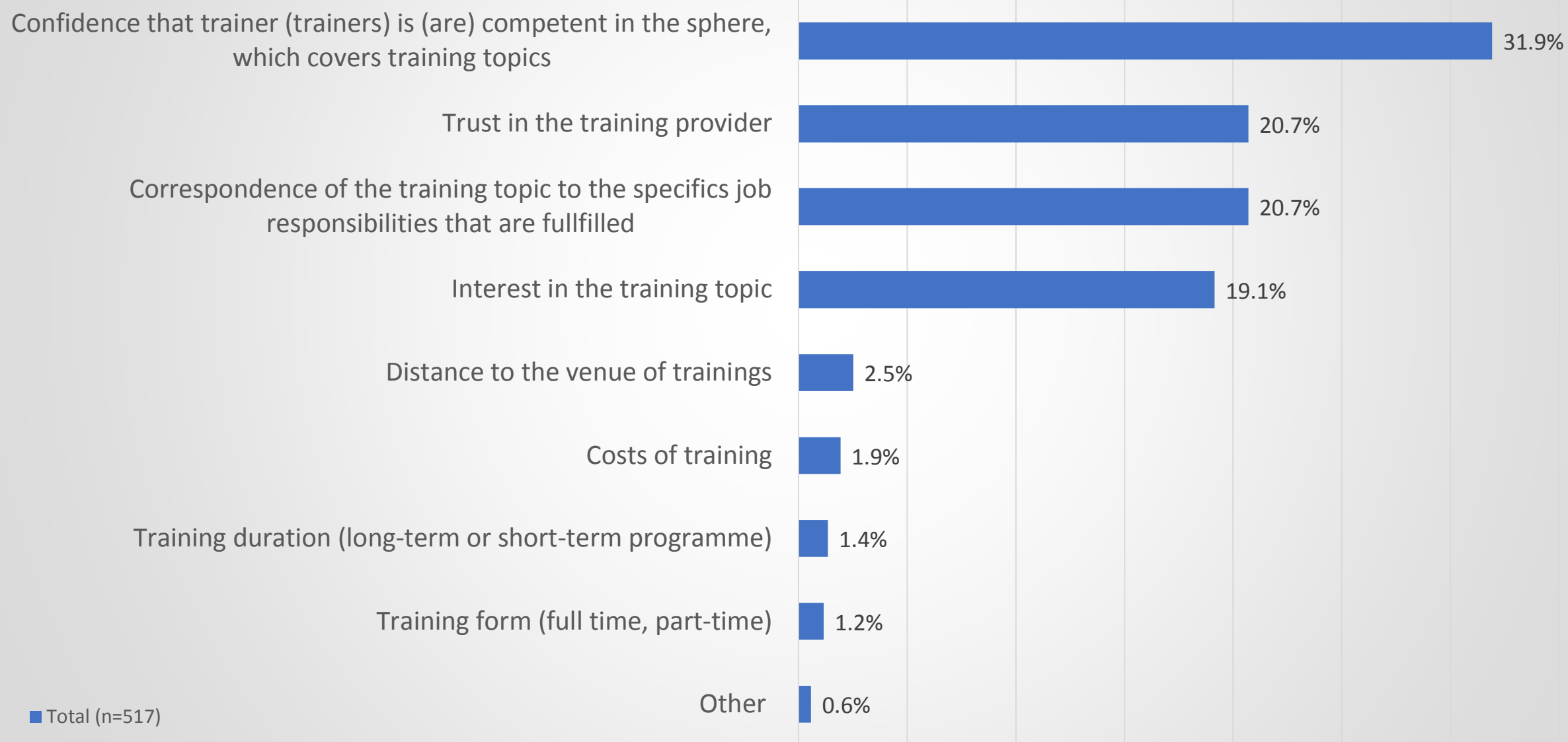
/ Profile of amalgamated community



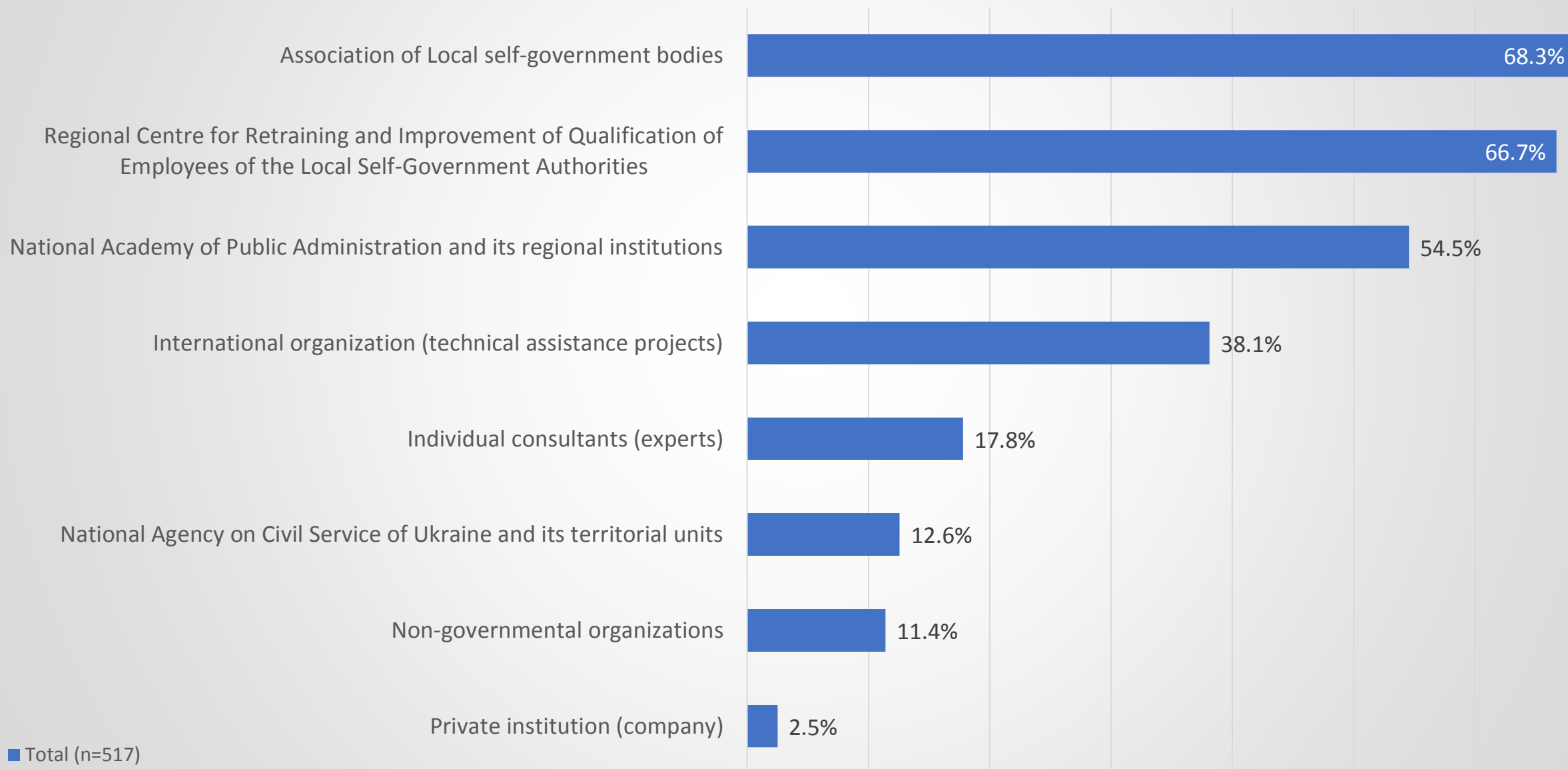
Q29) Forms of competence development / assessment of effectiveness



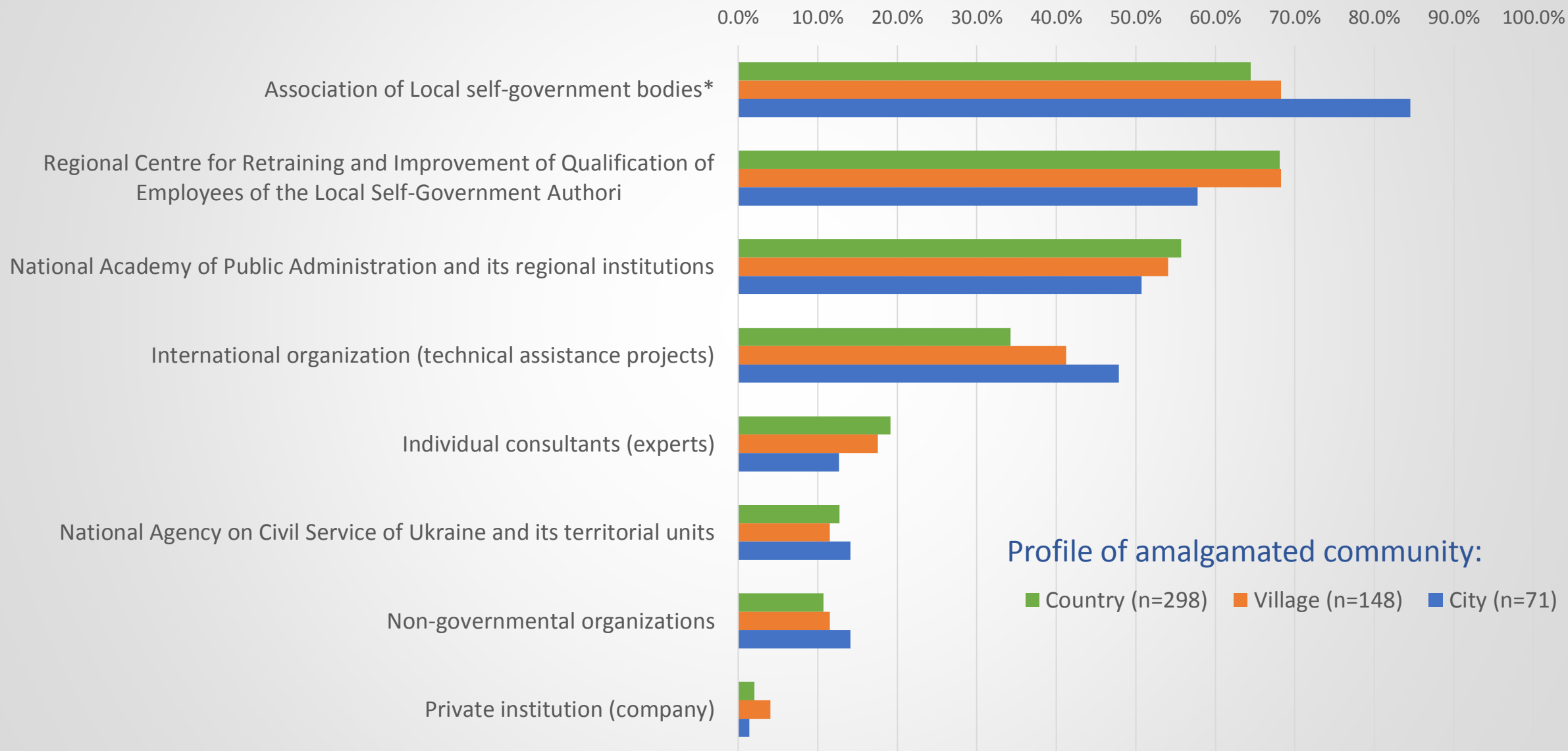
Q25) Declared importance of factors influencing decisions to participate in short-term trainings or professional development programmes depend on many factors (*respondent's 1st CHOICE*)



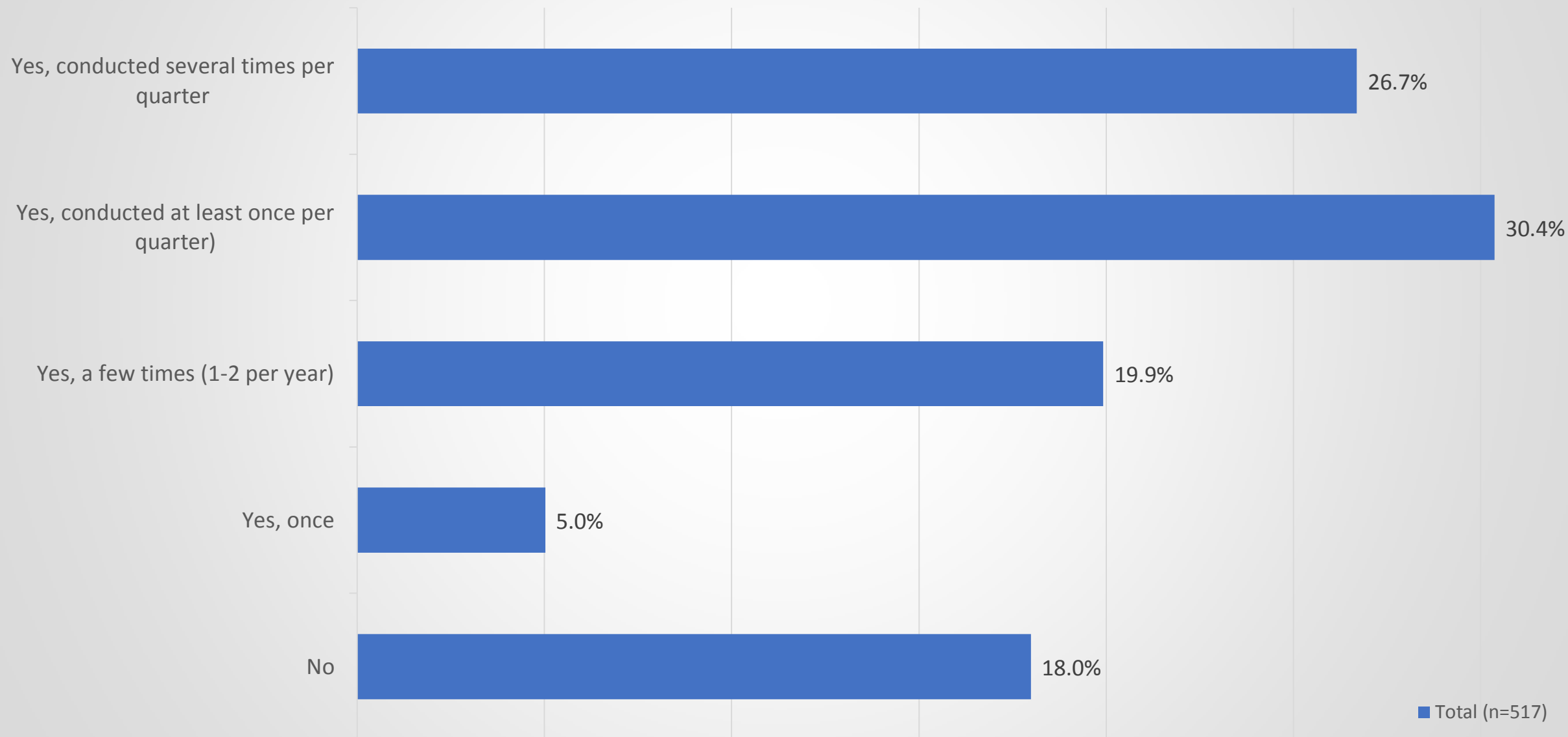
Q31) If training (professional development programme) is proposed to you, which of the above institutions do you PERSONALLY trust most of all?



Q31) If training (professional development programme) is proposed to you, which of the above institutions do you PERSONALLY trust most of all?

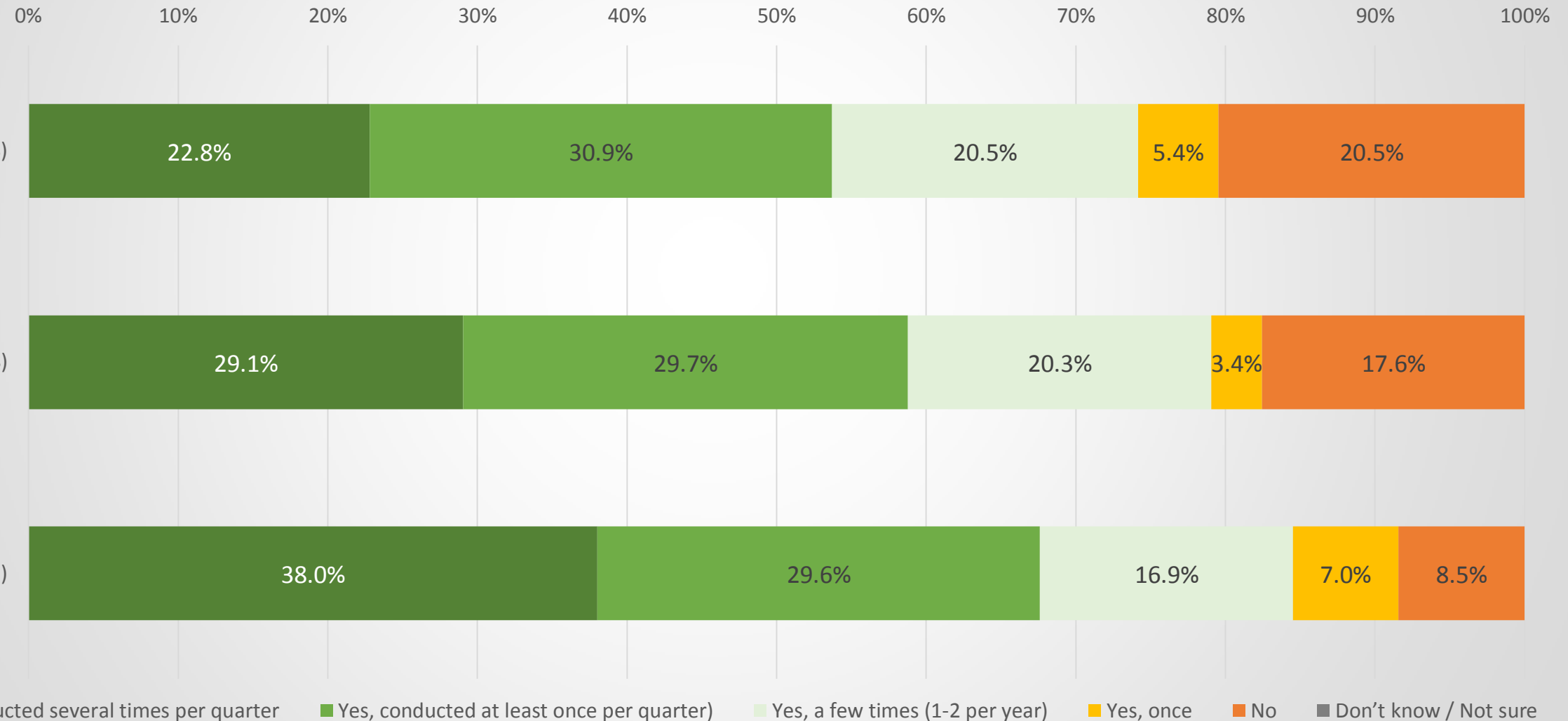


Q28) Were any internal training events organised at your municipality during the last year?

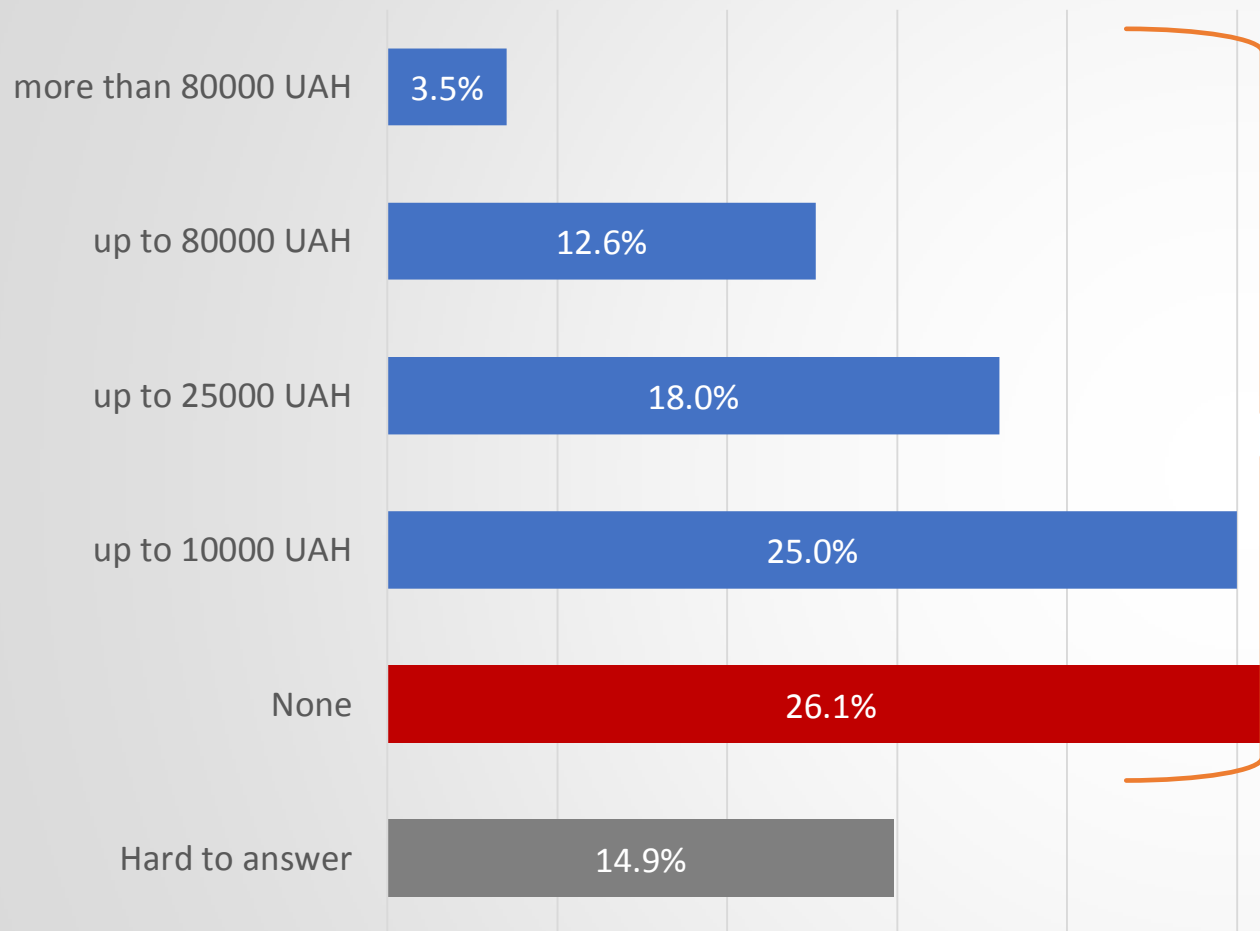


Q28) Were any internal training events organised at your municipality during the last year?

/ Profile of amalgamated community



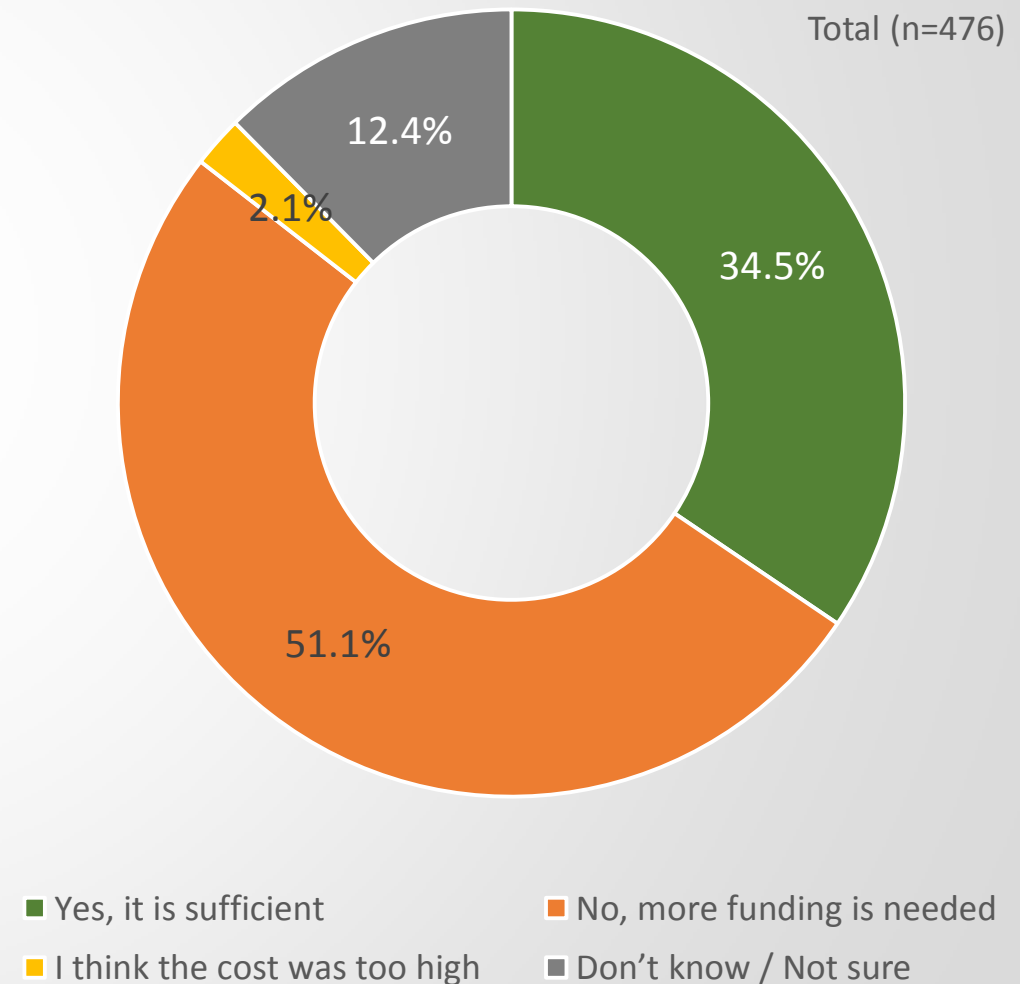
Q26) How much **money** have your amalgamated community allocated LAST YEAR (2018) FROM ITS OWN BUDGET for training of its staff, including local councilors?



Total n=517

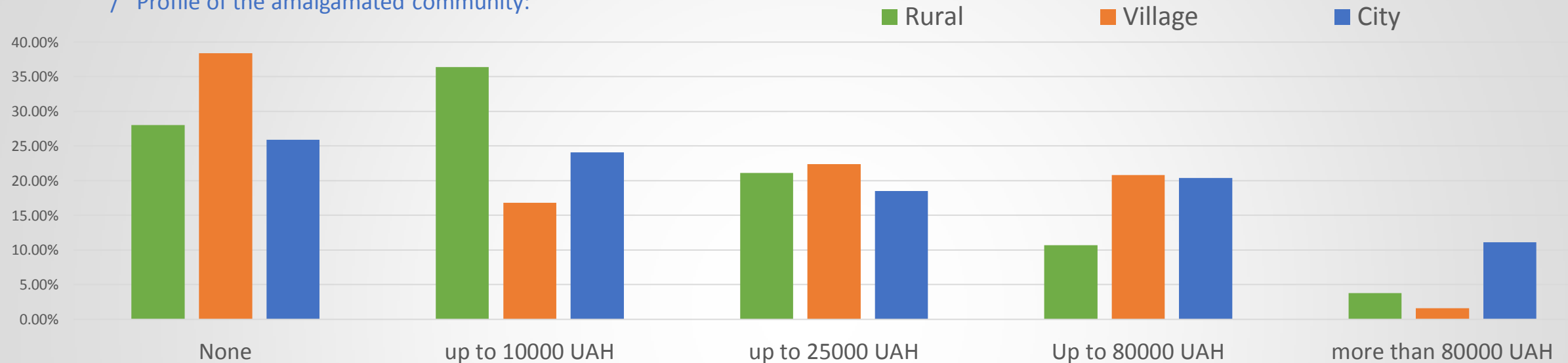
Mean per unit = 20025 UAH
Median = 8500 UAH
Mean per employee = 482 UAH

Q27. Do you consider the financing of staff's training to be adequate?

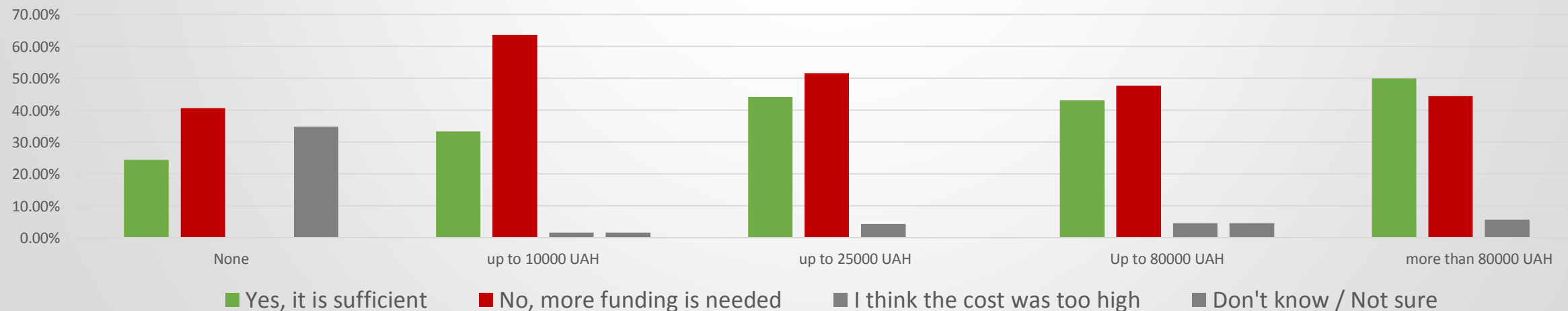


Q26) How much **money** have your amalgamated community allocated LAST YEAR (2018) FROM ITS OWN BUDGET for training of its staff, including local councilors?

/ Profile of the amalgamated community:

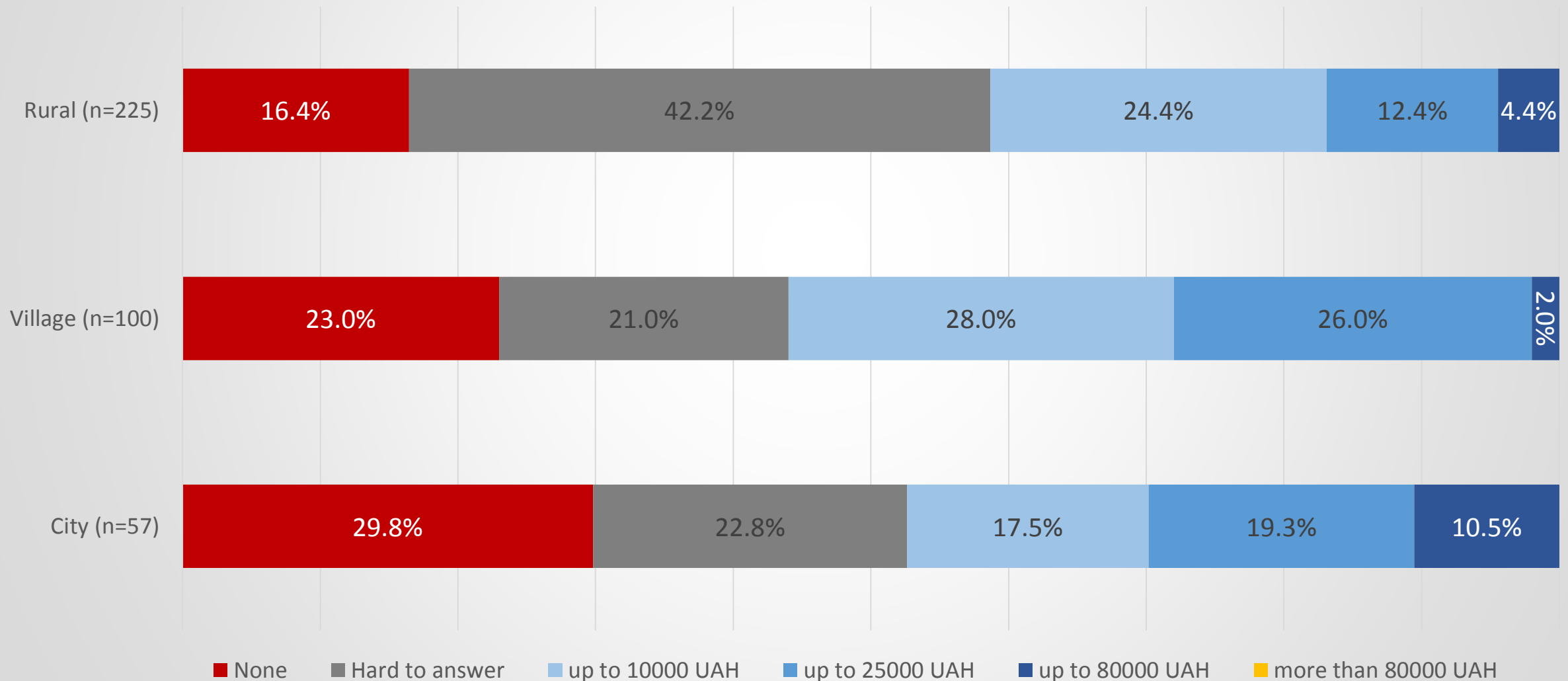


Q27) Do you consider the financing of staff's training to be adequate?



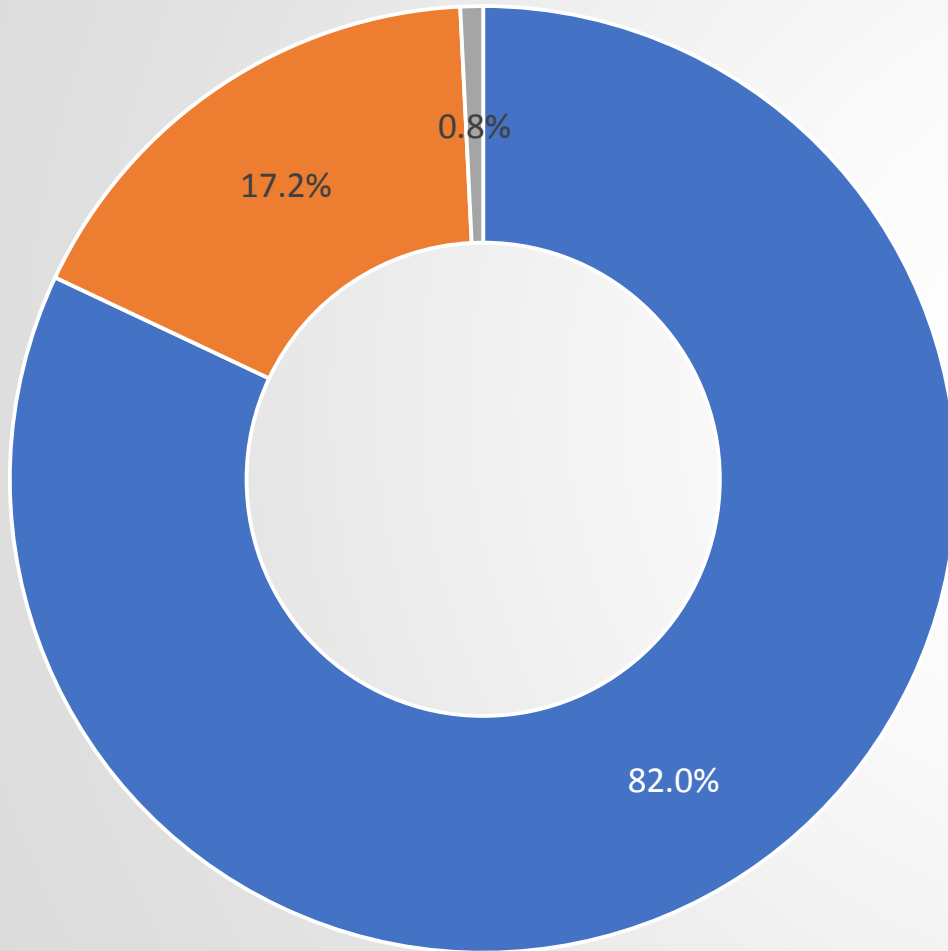
26) How much money did your amalgamated community allocate LAST YEAR (2018) FROM ITS OWN BUDGET for the training of its staff, including local councillors?

/ Profile of amalgamated community:



Q30) Does your municipality analyse the training needs of its staff?

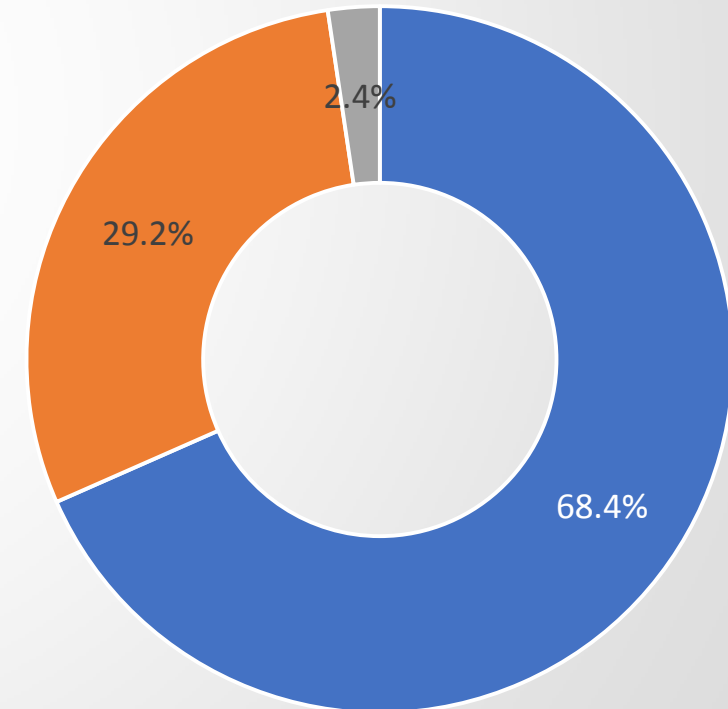
Total (n=517)



■ Yes ■ No ■ I don't know/not sure

Q30a) Is there a procedure, recommendation or a rule which defines how training needs should be analysed?

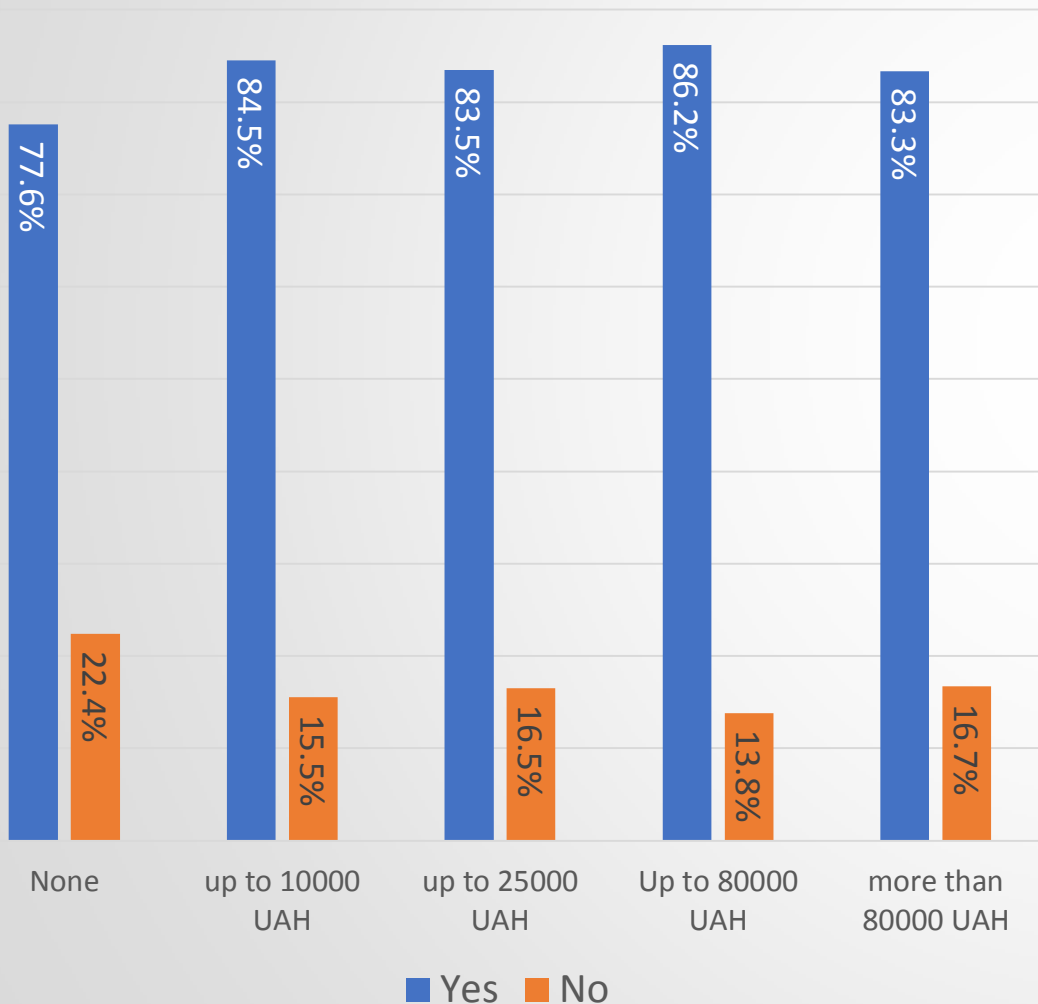
■ Yes ■ No ■ I don't know/not sure



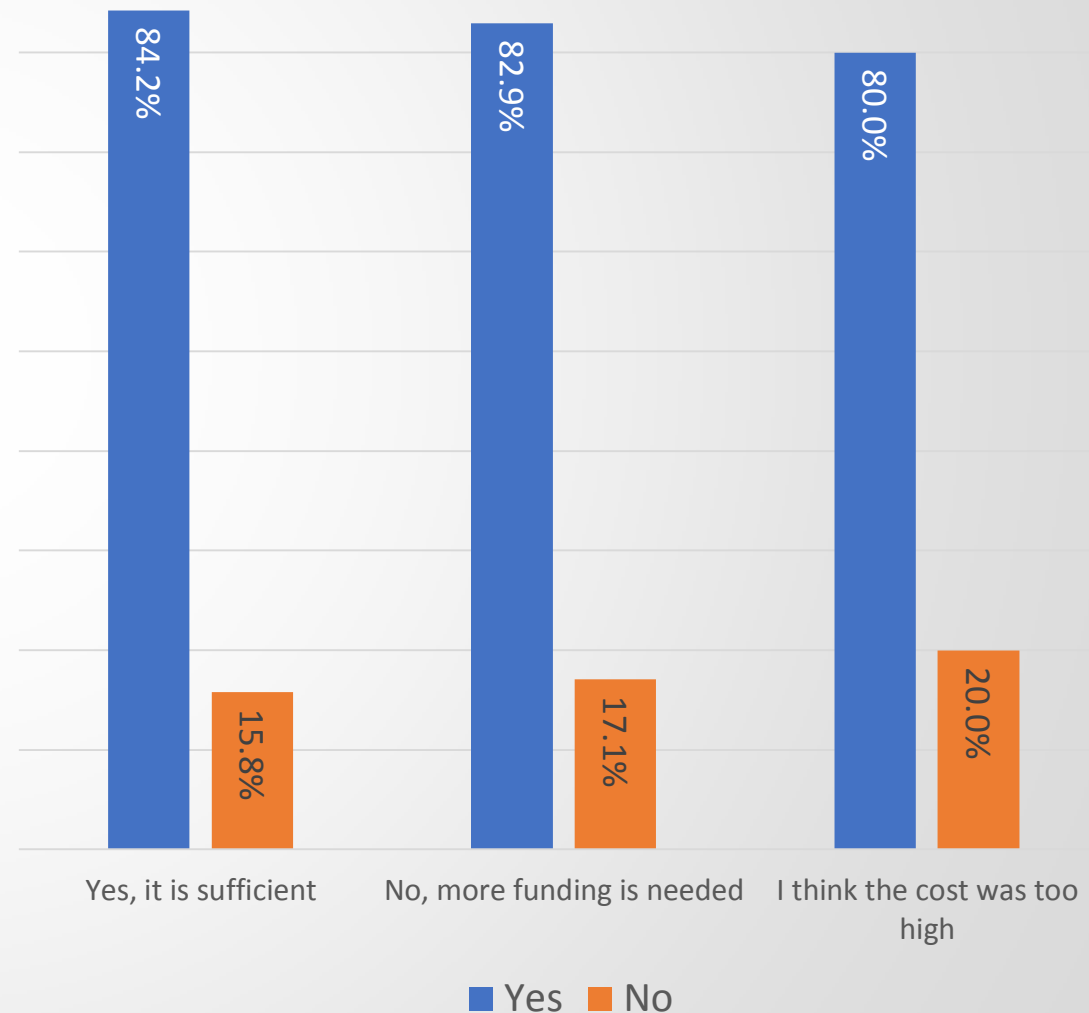
Total (n=424)

Q30) Does your municipality analyse the training needs of its staff?

Q26) Allocation from the local budget for training of its staff, including local councillors?

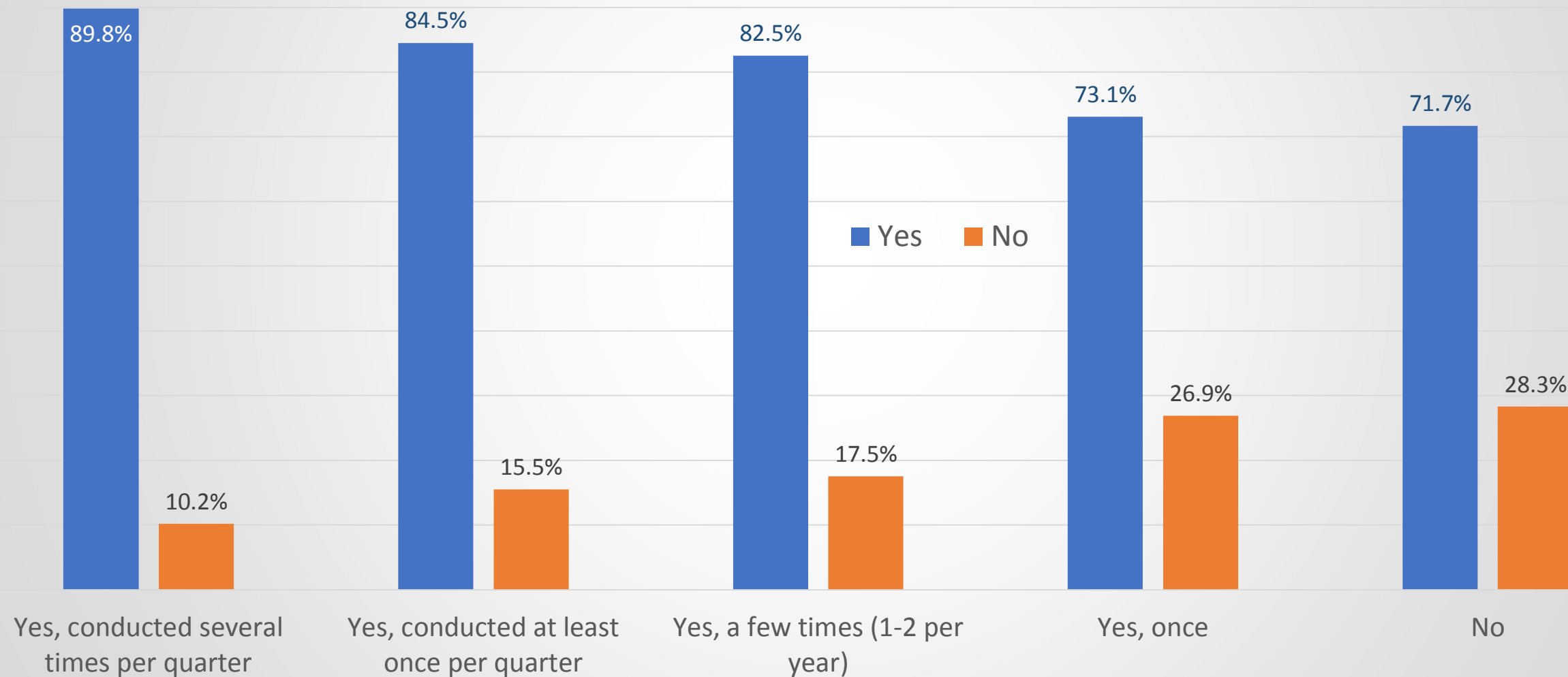


Q27) Do you consider the financing of staff's training to be adequate?



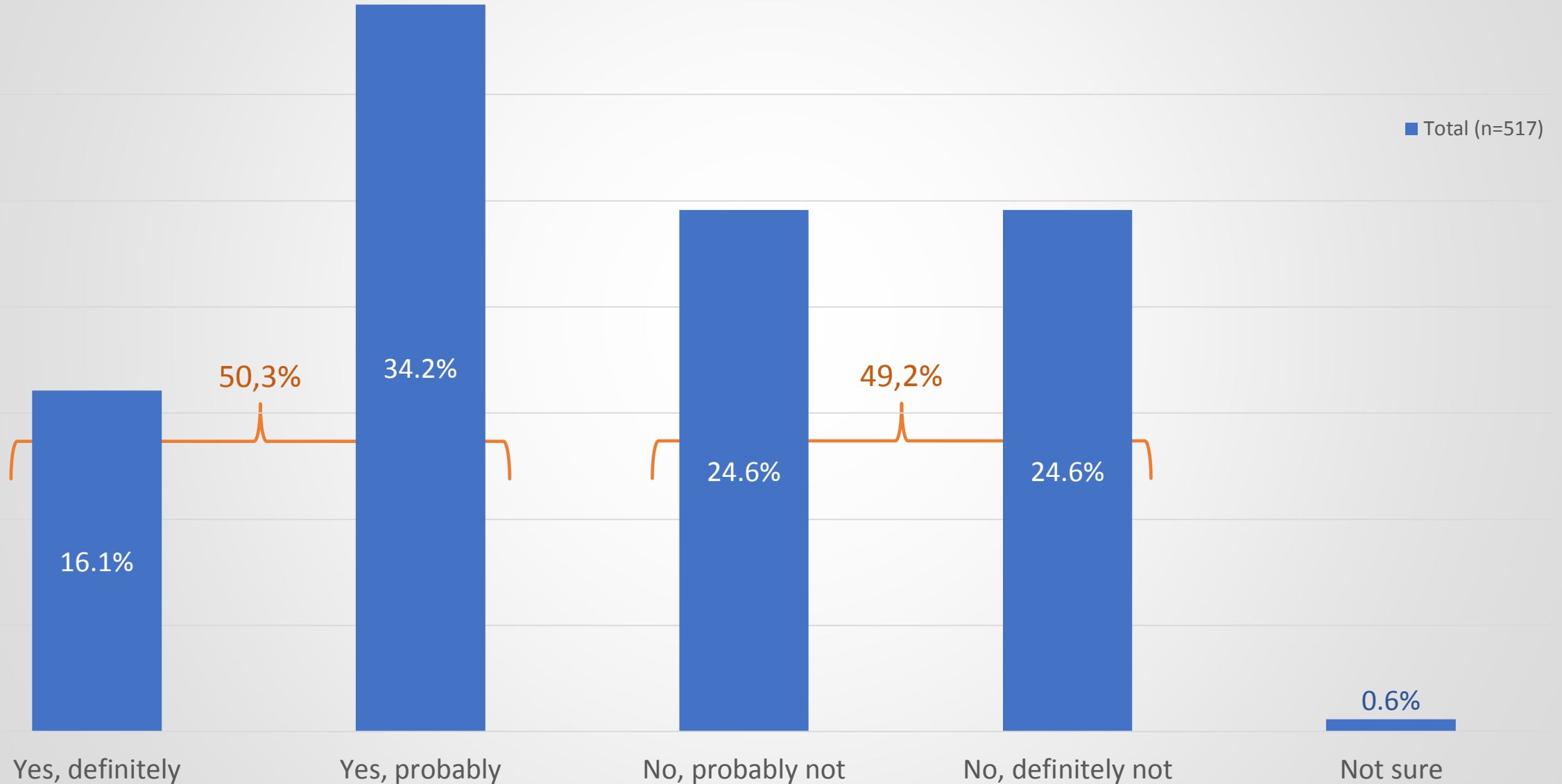
Q30) Does your municipality analyse the training needs of its staff?

/ Q28) Were any internal training events organised at your municipality during the last year?

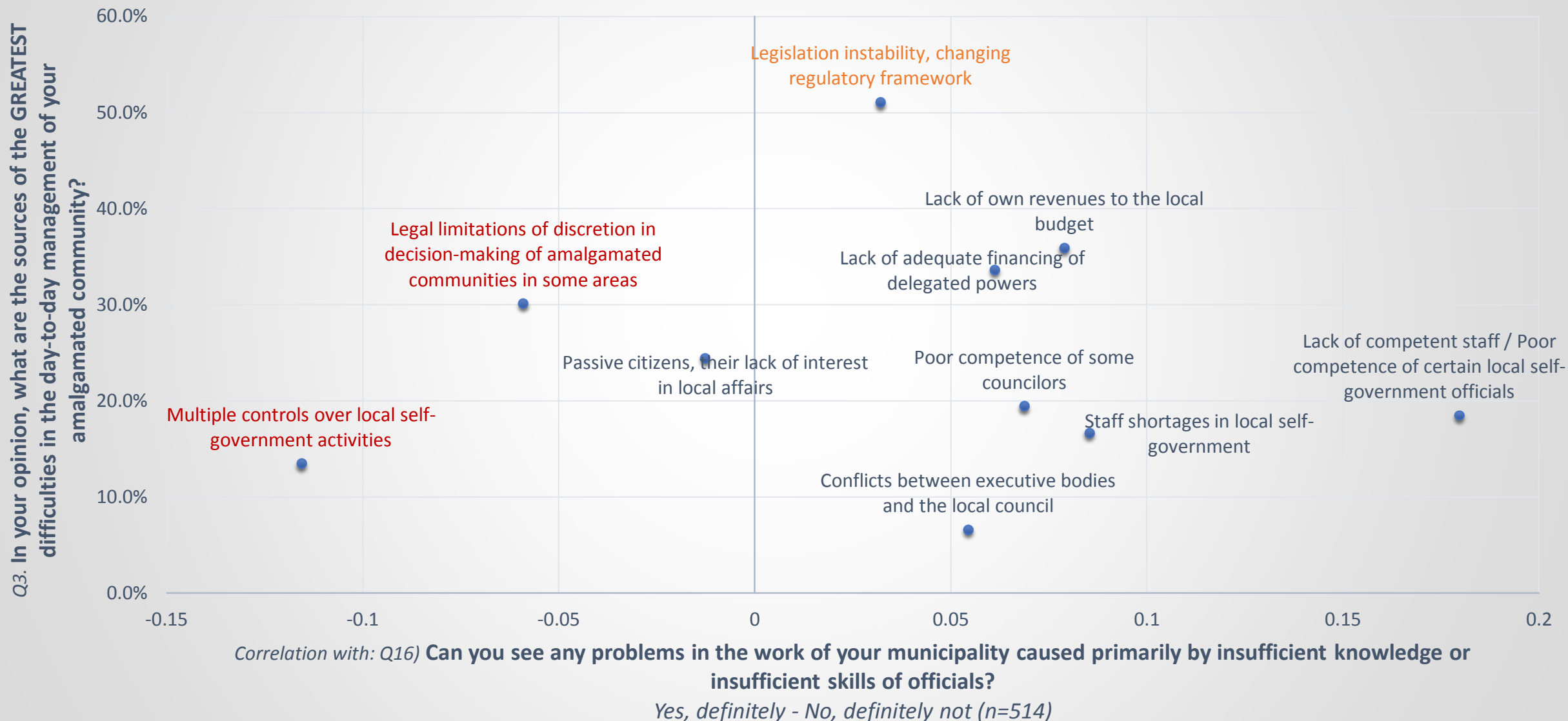


Knowledge gaps, training preferences
and training needs

Q16) Can you see any problems in the work of your municipality caused primarily by insufficient knowledge or insufficient skills of officials?



Declared sources of management difficulties (top 10 indications) / knowledge, skills shortages



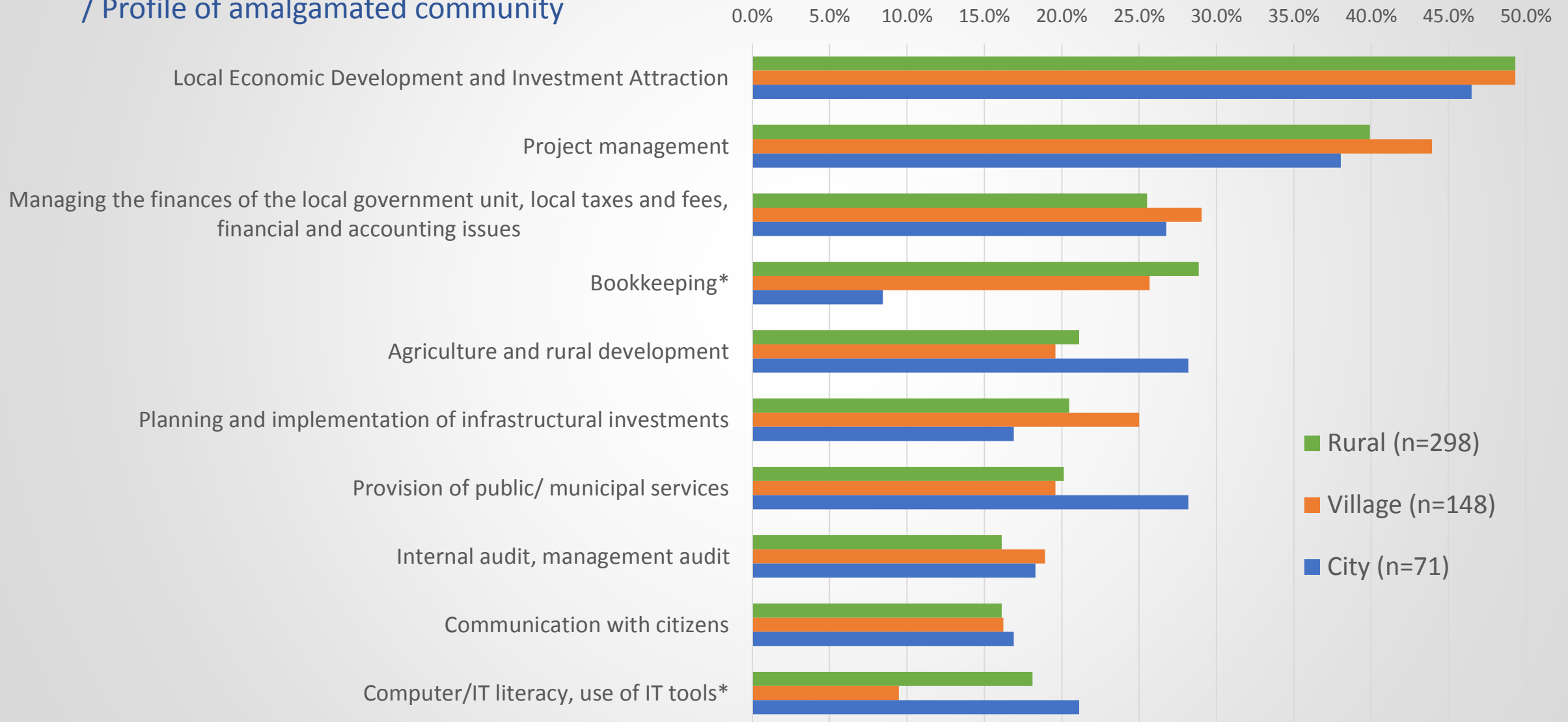
Q17) Which of the areas of training listed below would you consider to be **MOST NEEDED** for your **STAFF** in the current situation?



Declared training preferences

Q17) Which of the areas of training listed below would you consider to be MOST NEEDED for your STAFF in the current situation? (top 10 indications)

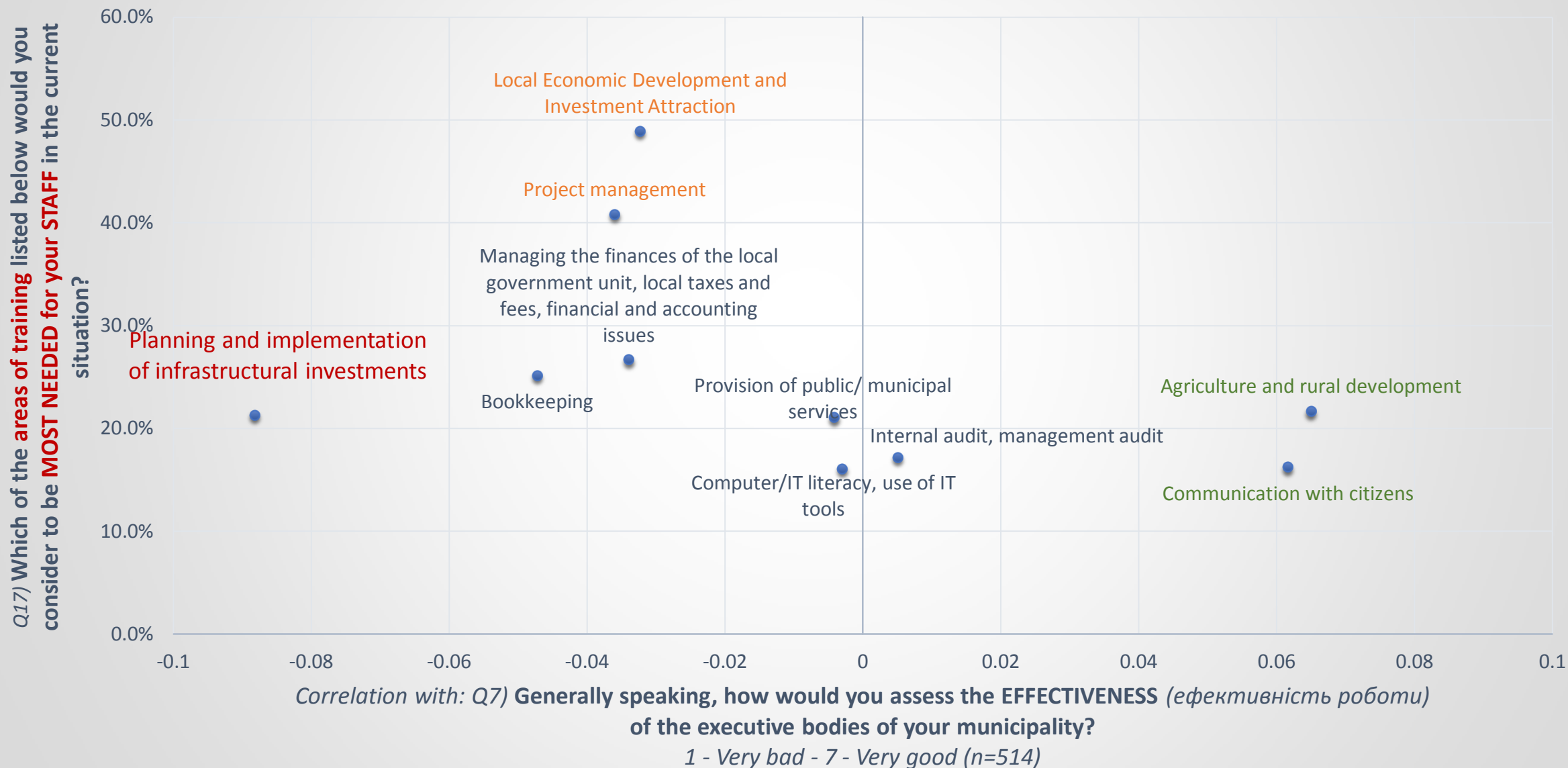
/ Profile of amalgamated community



Perceived preferences for staff's training (top 10 indications) / areas of competence problems



Perceived preferences for staff's training (top 10 indications) / assessment of effectiveness



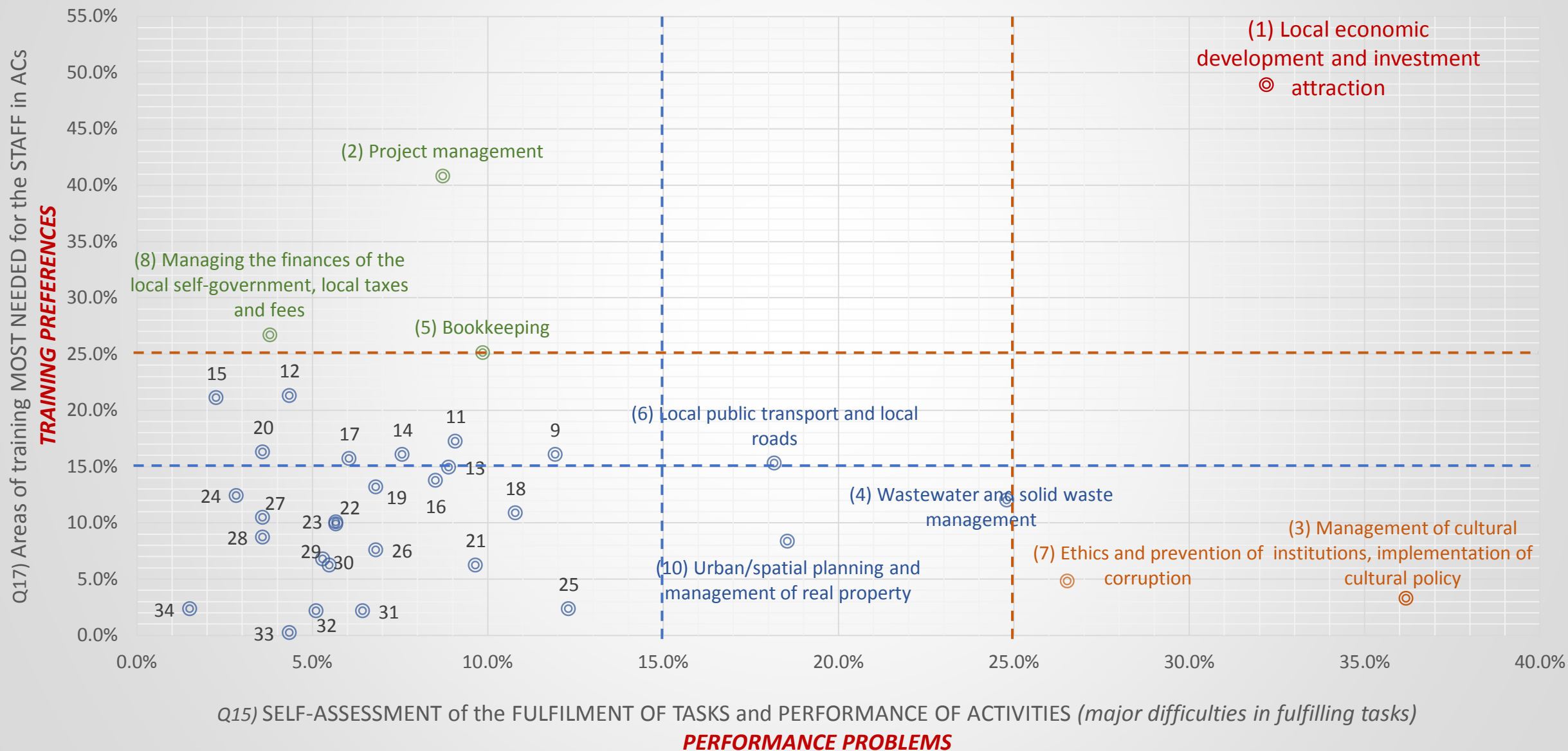
Q19) Areas selected as the most important for improvement of respondent's professional level and more efficient exercise of tasks -- 1st choice – area indicated as the **most important**



Q19) Areas selected as the most important for improvement of respondent's professional level and more efficient exercise of tasks – *summary of ALL indications*



Immediate training needs



Areas of performed tasks and activities

1. Local economic development and investment attraction
2. Project management
3. Management of cultural institutions, implementation of cultural policy
4. Wastewater and solid waste management
5. Bookkeeping
6. Local public transport and local roads
7. Ethics and prevention of corruption
8. Managing the finances of the local self-government, local taxes and fees
9. Environment protection
10. Urban/spatial planning and management of real property
11. Internal audit, management audit
12. Planning and implementation of infrastructural investments
13. Implementation of e-government and computerization of the office
14. Computer/IT literacy, use of IT tools
15. Provision of public/ municipal services
16. Language training, selected foreign language
17. Creation of youth and cultural policies at the local level
18. Disaster and crisis management
19. Strategic planning and strategic management of the local self-government
20. Communication with citizens
21. Use of technical assistance funds
22. Public property management
23. Collaboration with non-governmental organizations
24. Management of healthcare institutions
25. Management of sports centers
26. HR management, HR policy
27. Management of educational institutions
28. Public procurement and tender procedures
29. Social policy
30. Managing human teams, team work techniques, conflict resolution etc.
31. Services to customers, organization of the center of administrative services
32. Work time management
33. Protection of minority rights
34. Work organization at the office

