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MANUAL

ON

TRAINING NEEDS ASSESSMENT (TNA)

Capacity Building of PDMA/PaRRSA

Acknowledgement

The CB expert of ASP-RSPN Project acknowledges the active support from PDMA/PaRRSA and technical help from all sections and departments of the organization and staff members to undertake the study of Training Need Assessment (TNA) among most of the staff members. This TNA Process was one of the steps to achieve the key objective of enhancing the organization's overall performance by improving administrative and management functions, increasing the effectiveness of service provision and furthering its sustainability. The steps for data collection were followed as per the approved guidelines. All the facts/tables/findings presented in this report are true, complete and correct to the best of our knowledge & belief and based on data collected by staffs of this project. Special thanks to DG PDMA/PaRRSA for providing necessary guidance and support during Need Assessment Process. I also thank our colleagues for all required cooperation and their hard work during TNA. I offer my sincere thanks to the entire staff of PDMA/PaRRSA, IM-sciences and ASP-RSPN who provided guidance and support to me from time to time so that the task can be achieved within the specified time.

TNA Expert
IM-Sciences

TABLE OF CONTENTS

	Page
Acknowledgement	I
Executive Summary	1
CHAPTER 1: INTRODUCTION & BACKGROUND	1
1.1 Overview	1
1.2 TRAINING NEEDS ASSESSMENT- The Process	3
1.3 Background	5
1.3.1 Organizational Framework	5
1.3.2 Provincial Disaster Management Authority KP	5
1.3.3 Provincial Reconstruction, Rehabilitation and Settlement Authority (PaRRSA)	6
1.3.4 Organizational Structure of PDMA/PaRRSA	7
1.4 Scope & Roles of Sections working under PDMA/PaRRSA	8
1.5 Training Needs Assessment - The Exercise	8
CHAPTER 2: TRAINING NEEDS ASSESSMENT OBJECTIVES & METHODOLOGY	10
2.1 Training Policy of PDMA/PaRRSA& its effectiveness	10
2.2 Training Need Assessment Objectives	11
2.3 Training Need Assessment Tools	12
2.3.1 Desk Review	13
2.3.2 Questionnaires- (Self-Assessment Forms)	14
2.3.3 Focus Group Discussions	15
2.3.4 Key Informant Interviews	16
CHAPTER 3: ANALYSIS & RESULTS OF TRAINING NEEDS ASSESSMENT	18
3.1 Sections consulted during the TNA process	18
3.2 Tools & Methodologies for Analysis	19
3.2.1 Exclusive KII with DG PDMA/PaRRSA	19
3.2.2 Organization—PDMA	20
A. PDMA Officers	21
Results of Questionnaire	21
Result & Analysis of FGDs	23
Result of KIIs with PDMA Officers	24
Analysis of TNA results	26
B. PDMA Officials	28
Results of Questionnaire	28
Result & Analysis of FGDs	30
Analysis of TNA results	30
3.2.3 Organization—PaRRSA	32
A. KII	32
B. Planning Section	33
Results of Questionnaire	33
Result & Analysis of FGDs	36
Result of KII	37
Analysis of TNA results	38
C. Finance Section	40
Results of Questionnaire	40
Result & Analysis of FGDs	41
Result of KII	41
Analysis of TNA results	42

D. Housing Section	42
Results of Questionnaire	43
Result & Analysis of FGDs	44
Result of KII	44
Analysis of TNA results	44
E. Infrastructure Section	46
Results of Questionnaire	46
Result & Analysis of FGDs	47
Result of KII	48
Analysis of TNA results	48
F. M& E Section	50
Results of Questionnaire	50
Result & Analysis of FGDs	50
Result of KII	51
Analysis of TNA results	51
G. Donor Coordination	52
Results of Questionnaire	52
Result of KII	52
Analysis of TNA results`	52
H. MIS Section	53
Results of Questionnaire	53
Result of KII	54
Analysis of TNA results	54
Media Section	55
Results of Questionnaire	55
Result & Analysis of FGDs	56
Result of KII	57
Analysis of TNA results	57
J. Admin Section	58
Results of Questionnaire	58
Result & Analysis of FGDs	59
Result of KII	59
Analysis of TNA results	60
K. Audit Section	61
Results of Questionnaire	61
Result & Analysis of FGDs	61
Analysis of TNA results	62
L. Economic Growth	62
Results of Questionnaire	62
Result & Analysis of FGDs	63
Result of KII	64
Analysis of TNA results	64
M. PEOC (Provisional Emergency Operation Centre)	65
Results of Questionnaire	65
Result of KII-	66
Analysis of TNA results	66
Chapter 4: TNA Findings & Recommendations	67
4.1 Findings & Recommendations by PDMA Officers	67
4.2 Findings & Recommendations by planning section	68
4.3 Findings & Recommendations by Infrastructure section	68
4.4 Findings & Recommendations by Housing section	69
4.5 Findings & Recommendations for M& E section	69

4.6	Findings & Recommendations for EG section	70
4.7	Findings & Recommendations for Media section	70
4.8	Findings & Recommendations for Admin section	71
4.9	Findings & Recommendations for Audit section	71
4.10	Findings & Recommendations for Finance section	71
	Findings & recommendations for Donor & Coordination section	72
	Chapter 5: Training Plan	73

Abbreviations and Acronyms

AOTR	Agreement Officers' Technical Representative
ASP	Assessment and Strengthening Program
BOD	Board of Directors
CB	Capacity Building
COP	Chief of Party
CPO	Central Program Office
CBDRM	Community Based Disaster Risk Mitigation
DCOP	Deputy Chief of Party
DDMU	District Disaster Management Unit
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
FARA	Fixed Amount Reimbursement Arrangement
FATA	Federally Administered Tribal Areas
FGD	Focus Group Discussion
GOP	Government of Pakistan
GoKP	Government of Khyber Pakhtunkhwa
HCC	Host Country Contracting
HRM	Human Resource Management
HUASP	Housing Uniform Assistance Subsidy Project
HRDC	Human Resource Development Centre
HRM	Human Resource Management
JDs	Job Descriptions
KII	Key Informant Interview
MIS	Management Information System
M&E	Monitoring and Evaluation
NGOs	Non- Government Organizations
NTDC	National Transmission and Dispatch Company
PaRRSA	Provincial Reconstruction, Rehabilitation & Settlement Authority
P&DD	Planning and Development Department
PDMA	Provincial Disaster Management Authority
PDMC	Provincial Disaster Management Commission
PDMF	Provincial Disaster Management Fund
PIFRA	Project to Improve Financial Reporting and Auditing
PO	Purchase Order
PPO	Provincial Program Office
PSU	Program Support Unit
RSPN	Rural Support Programmes Network
SOPs	Standard Operating Procedures
TNA	Training Needs Assessment
TORs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development

Executive Summary:

Under the financial assisted program of USAID, pre-award assessments of PaRRSA were carried out by Deloitte in December 2009 and for PDMA by KPMG in March 2011. This was later followed by two detailed mapping exercises for PaRRSA in March 2010 and for PDMA in July 2011 by KPMG on the request of USAID. A review of the frameworks, activities and later the mapping exercises resulted in the identification of the key areas for interventions relating to institutional strengthening and capacity building based on which ASP-RSPN initiated the institutional capacity building program.

The objective of this Training Needs Assessment (TNA) was to help PDMA/PaRRSA identify the gap between existing level of competency and performance and the expected level of competency and job performance. For this purpose a comprehensive Training Needs Assessment of PDMA/PaRRSA was conducted including job performance with benchmarks in order to identify where are the capacity gaps and how can they be bridged either through formal training, informal training, coaching/guidance or on-the job learning. At the start of the assignment, sharply defined objectives were set as standard against which employee's performance was measured.

This Training Needs Assessment Manual is divided into five sections. Section one provides TNA overview and background. Section two elaborates the objectives and methodologies of TNA, whereas section three captures TNA analysis and results. It analyses various dimensions of the identified gaps including the proposed trainings. Section four provides TNA key findings and recommendations. It provides key recommendations which can help the policy makers/senior management to design a robust future training strategy based on the identified gaps. Section five provides proposed training plans which are based on plugging the gaps identified in the current performance of employees. Collection of primary data was preceded by a thorough review of relevant reports and other available documents. This was followed by observing key tasks/duties performed by staff members under their respective areas of responsibilities. The core areas of responsibilities and assigned tasks of employees in various sections of PDMA/PaRRSA were systematically reviewed analysed and conclusions were drawn.

The next step was to capture views of employees in various sections and cadres to assess their present level of performance capacity and the required standard performance capacity. This was done through interviews as well as performance observations.

Then FDGs were conducted to assess the level of employees understanding of their core area of responsibilities. All the respondents were encouraged to share their issues and concerns which they felt hinder their efforts to perform the assigned tasks. Through FDGs conclusions were drawn based on the employee's current performance/progress towards the desired level of performance.

To provide additional inputs on the issues of identifying training needs, interviews were also conducted with various staff members including the top management of PDMA/PaRRSA. The purpose was to gauge the existing level of competency and the desired capabilities. This was followed by validation and analysis of the data. The expected outcomes were (a) current level of competencies/performance relating to jobs performance (b) perceived importance and prioritization of tasks (c) type of difficulties in performing different tasks, (d) overall assessment of competencies, and (d) list of identified training needs.

As a whole the TNA provided key milestones in assessing the needs and gaps of PDMA/PaRRSA. Based on results of TNA, it is strongly suggested to design a comprehensive proactive training/capacity building program. This report is based on qualitative and quantitative data analysis, structural interviews with different cadres of staff in various functional departments, meetings with

selected management staff, checklists and direct observations of jobs performance. Based on the identified gaps in performance, the end result is the required training skills in the identified areas of performance – the appropriate training program and other capacity building initiatives in order to improve the performance of all sections at acceptable level.

In a nutshell, this TNA Report represents the assessment of the organization’s capacity in respect to its training and learning needs, in terms of professional skills and knowledge areas, as well as its perception of the priorities and methodologies to address the need of current jobs and roles of its employees.

CHAPTER 1

INTRODUCTION & BACKGROUND

1.1 OVERVIEW

Training needs assessment (TNA) is the process of determining the training requirements for bridging the gap between *what is* and *what should be*? It must not be a one-time event; rather it should be a process chain within the training cycle. TNA must be an integral part of the quality assessment and control with the objective to translate the outcome of quality control into the adjustments for future trainings. However, it is worth-mentioning that sometimes training is not the only solution for bridging the gaps between organization's goal and the desired performance. Some performance gaps can be minimised or eliminated through others management solutions such as communicating expectations, provision of supportive work environment, coaching and guidance.

The purpose of this TNA is to give the senior management of PDMA/PaRRSA a perspective on how to plug the identified gaps in jobs performance through effective provision of relevant trainings. Particular emphasis has been placed on matching the identified training objectives with each specific job's needs. It will necessitate a judgement about how much and what type of improvement in performance is required. Particular attention is given in the TNA report to the nature of the needs assessment process and the senior management's role in activating and perpetuating the process. The needs assessment was comprised of two procedural components; (i) a need (i.e. gap between current and desired results, and (ii) a needs assessment (i.e. the process for identifying the gaps based on differences between what is and what should be)? Needs assessment was complimented through organizational analysis, tasks analysis and individual analysis.

Effective training must be reinforced by reliable and continuous self-examination. This self-examination was conducted through collection and analysis of existing/available data from the current employees of PDMA/PaRRSA. It was followed by extracting meaningful conclusion about the needs for trainings in order to improve performance level of the concerned employees. All the data was collected and then studied with training in mind, thereby the entire engagement of the process was "training needs assessment". In order to suggest relevant and adequate training program, reliable data was acquired/secured as a basis for answering the following questions:

- What is the current level of needs assessment (i.e. identified gap)?
- Who is to be trained?
- In what are they to be trained?
- How are they to be trained?
- How are the results of the training to be evaluated?

A step by step "needs assessment" was conducted in order to suggest the future design of a training program as well as locating appropriate target groups for training. The assessment began with a "need" which was identified in several ways but was generally described as a gap between what is currently in place and what is needed, now and in the future. Gaps included discrepancies and differences between:

- What PDMA/PaRRSA expect to happen and what actually happened
- Current and desired job performance
- Existing and desired competencies and skills

1.2 TRAINING NEED ASSESSMENT- THE PROCESS:

A critical step in designing training strategy is a training needs assessment (TNA) for different key training target groups. It is essential due to the fact that first, it provides basis for setting up training objectives and second, it serves as a guide for designing training courses.

TNA involves:

- Assessing the current level of knowledge, expertise and skills of employees to be trained, (i.e. the present capacity),
- Communicating the standard level of competence required for effective work performance of each employee, (i.e. the standard capacity),
- Determining the difference between the current and the standard capacities, (i.e. the knowledge/skills gaps)
-

The gap reflects the deficiency that can be bridged by training.

The “needs assessment” was conducted with a major focus on collecting and analyzing information related to organizational as well as individual capacity of staff. Particular attention was given to identify existent gaps in staff performance. The findings of the assessment, presented in the ensuing Chapters, have covered an analysis of the current capacity as well as assessment of the staff training needs, through which gaps in knowledge and skills were identified. The analysis process for the identification of needs assessment was primarily based on the goal of PDMA/PaRRSA. However, other factors such as available resources, time, finance etc were also considered. The overall assessment was carried out according to the five-step process outlined below.

Step 1 – **Setting Objectives for TNA:**

Sharply defined objectives were set as a road map for starting TNA. Only specific information and data was collected for identifying performance gaps and need for required trainings to fill the gaps

Step 2 – **Scanning the Work Situation:**

A two pronged systematic process was followed for the identification of current performance discrepancies at organizational level. The nature and extent of discrepancies in performance within the organization were identified through continuous scanning – studying records and reports produced by various sections, observing jobs performance directly and asking questions to verify facts and opinions obtained through formal/informal interviews. In other words, the discrepancies in *present level of performance* and specified conditions were diagnosed.

Step 3 – **Focusing on Discrepancies and Needs:**

Mild nature of performance discrepancies were observed, which nevertheless, were affecting the work of many employees in various sections. The discrepancies that existed were due to the fact that some of the employees lacked the knowledge or skill to perform correctly (training needs). In simple words, the *desired level of performance* and specified conditions were identified; i.e. the desired levels were the one that appropriate training is most likely to attain.

Step 4 – **Planning for Implementation:**

It was observed that many resources are available to PDMA/PaRRSA for the provision of trainings to its employees. However, there is a lack of an effective strategy for using the available resources in order to meet the training requirements of its employees

Step 5 – Measuring the Changes in staff Capacity:

It was strongly recommended that changes expected to occur through trainings are properly documented. The resource person must be held accountable for the desired outputs of each training workshop. In other words, the training outcome should be assessed and evaluated.

1.3 BACKGROUND

1.3.1 Organizational Framework

1.3.1 (a) Provincial Disaster Management Authority (PDMA), Khyber Pakhtunkhwa

As a sequel to the devastating earthquake of October 08, 2005, the National Disaster Management Ordinance 2006 was promulgated with a view to establish and regulate an enhanced and progressive Disaster Management Framework at the National, Provincial and Local levels for disaster preparedness, response and mitigation. The Government of Khyber Pakhtunkhwa established a Provincial Disaster Management Commission (PDMC) as well as a Provincial Disaster Management Authority (PDMA) on October 27, 2008 to promote enhanced disaster preparedness and management within the province. The establishment of PMDC and PDMA is based on the National Disaster Management Ordinance (NDMO) of 23rd December 2006 which forms legal basis for the implementation of the National Disaster Management Framework (NDMF), provided by the National Disaster Management Authority (NDMA).

Previously the Provincial Relief commissionerat was responsible for the relief, compensation and rehabilitation of people affected by natural disasters. With the establishment of PDMA, the functions of the Relief commissionerat have been incorporated into the new Organization.

PDMA is responsible for formulating provincial disaster management policy obtaining the approval of the Provincial Commission by examining the vulnerability of the province to different disasters and specify prevention or mitigation measures. PDMA coordinates and monitors the implementation of the national policy as well as national and provincial plans. PDMA is also responsible to provide guidelines for disaster management plans through district authorities as well as provincial departments. The organization provides necessary technical assistance and advice to district and local authorities for carrying out their functions effectively;

1.3.1 (b) Provincial Reconstruction, Rehabilitation and Settlement Authority (PaRRSA)

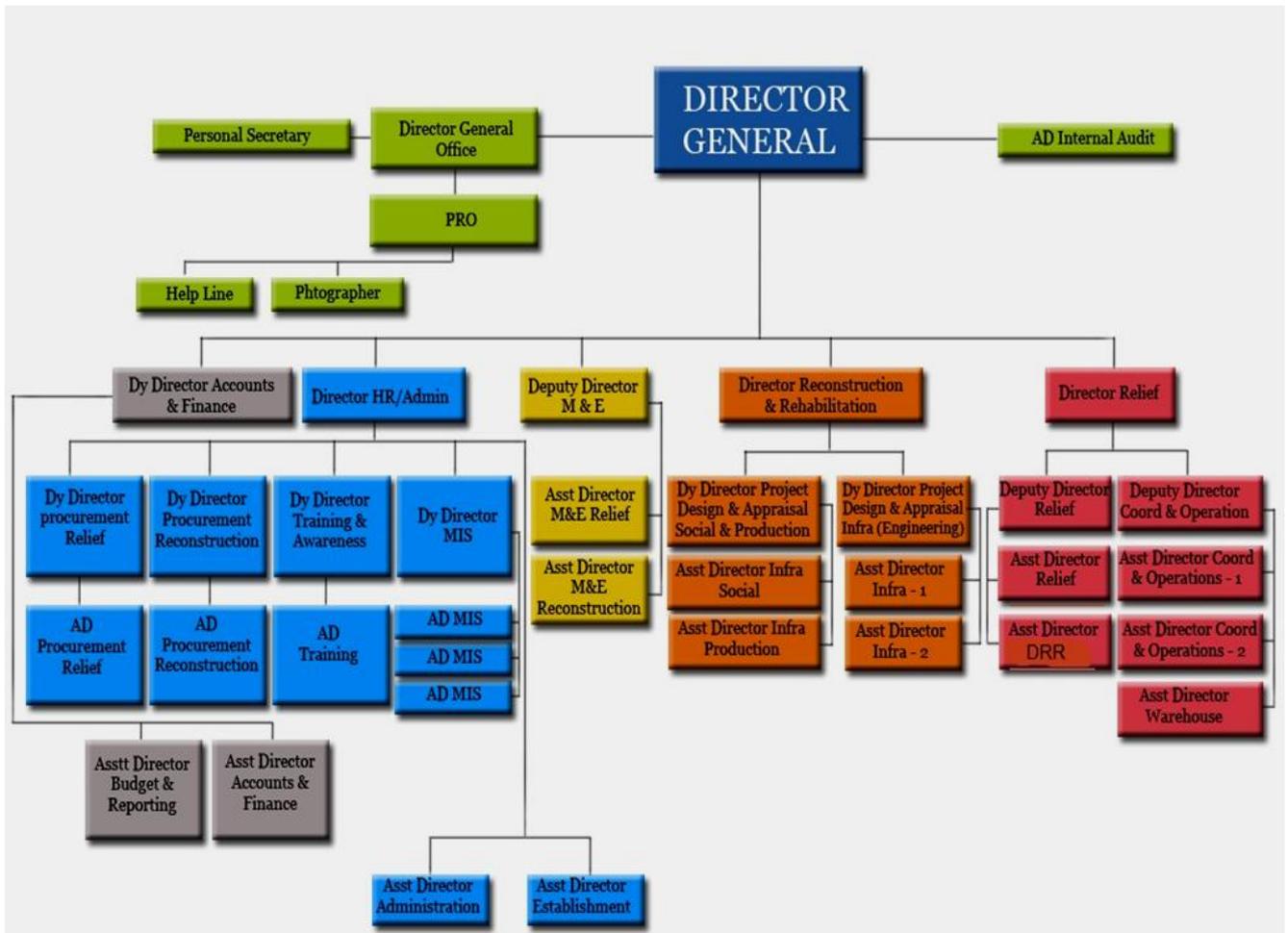
Provincial Relief, Rehabilitation and Settlement Authority (PaRRSA) was established under PDMA as a separate body and as an administrative arrangement through Notification NO. SO (E-1)/E&AD/PaRRSA/2009 dated June 27, 2009 by GOKP.

PaRRSA was created to coordinate, supervise and monitor reconstruction, rehabilitation and settlement of the conflict affected people in the five districts of Malakand and two agencies of FATA (i.e. Mohmand and Bajur). PaRRSA is working within the overarching role of PDMA. Its functions among other things include facilitation, coordination, supervision, and linkages to all stakeholders, besides helping the provincial government in its endeavor to rehabilitate the affected areas. The functions of PaRRSA, as envisaged by the notification of GoKP are as follows.

- Prepare strategies and develop implementation plans in the affected areas of the Province.
- Plan and coordinate the overall reconstruction, rehabilitation and resettlement efforts.
- Provide one-window facilitation to the international and national development partners.
- Supervise and monitor the implementing agencies.

- Establishment of standards and internal controls within and outside the organization.
- Provide a fast track approval process for the projects and activities undertaken for the reconstruction and rehabilitation of the affected regions2

1.3.1 (c) Organizational Structure of PDMA/PaRRSA



1.4 Scope and Roles of Sections working under PDMA/PaRRSA:

The scope and roles of all sections were thoroughly reviewed before conducting focus group discussions (FGDs) with relevant staff of each section. The Operations Manual has been structured on the basis of organizational structure of PDMA/PARRSA, duly approved by the Provincial Government and has been bifurcated into two broad sections i.e.

Sectional Roles and Responsibilities

Process guidelines pertaining to each section

Sectional Roles and Responsibilities: This Section provides detailed description of each section including its scope, responsibilities as well as the TORs of relevant management personnel.

Process Guidelines section links the scope and responsibilities identified in the Sectional Roles and Responsibilities section. It also provides detailed description of the activities, procedures to be performed while undertaking the activity, personnel responsible and accountable for carrying out the procedures and other operational modalities

1.5 Training Need Assessment - The Exercise

In order to identify the training needs as well as reduce the performance gaps of staff in various sections of PDMA/PaRRSA at macro and micro levels, a specific “Training Needs Assessment Exercise” was conducted in a participatory manner.

The exercise was helpful in the identification and prioritization of specific training needs of each section. TNA exercise was completed in three months (June 25 - September 30, 2012).

CHAPTER 2

TRAINING NEEDS ASSESSMENT OBJECTIVES & METHODOLOGY:

The specific objective of training needs assessment was to identify existing gaps in performance; to analyze the gap between existing level of knowledge/competency and the expected level of knowledge/competency which were impeding PDMA/PaRRSA from achieving its mission effectively and efficiently. Furthermore, the limitations and constraints being faced by some employees in performing their tasks were also identified. Based on findings of the TNA, the suggested strategies to eliminate these gaps were emphasized through training events and other capacity building programs.

This section provides a brief introduction of objectives and summarizes findings of literature review covering all the thematic areas and sections of PDMA/PaRRSA responsible for Disaster Response & Rehabilitation and Re-settlement. Furthermore, the methodology includes review of the existing capacity of human resources, their detailed TORs, actual performance versus assigned tasks, team compositions and tools for training needs assessment.

2.1 Training Policy of PDMA/PaRRSA & its effectiveness:

The training/capacity building policy exists within the PDMA/PaRRSA HR Manual. Upon the recommendation of the training committee, the DG sanctions the required specific training for employee(s), irrespective whether the training will take place in Pakistan or abroad. Annual performance appraisals are used as needs assessment tools, thereby providing basis for training and development of the relevant staff.

Therefore it was suggested that at the end of each Performance Management System Cycle (PMS), sectional heads in consultation with their supervisory staff should review PMS Appraisals and propose to HR reasonable Staff Development Training Plans that can be conducted during the next fiscal year. A summary of the relevant training areas for departmental heads to keep in mind are listed in section three of this document.

Though the training policy exists, but its effective implementation is implausible due to the following facts:

- Financial constraints in fulfilling the training needs of PDMA/PaRRSA staff members
- Lack of opportunities/customized trainings for the staff to enhance their capacities, sharpen their skills and broaden their aptitudes
- Trainings needs are not identified on the basis of nature and requirement of work; thus majority of staff members are not fully equipped to perform their assigned task such as activities relating to disaster management, response and rehabilitation

2.2 Training Need Assessment Objectives:

The purpose of conducting the needs assessment was to validate the hypothetical judgment with actual training needs to ensure that solution addresses the most needed subjects and effectively focuses the appropriate resources, time and effort toward targeted solutions.

The TNA objectives were:

- To set sharply defined objectives as standard, against which learner's performance can be measured; i.e. this would allow trainees to measure their own progress towards the desired level of performance
- To assess and identify training needs, the type of training to be provided, the target groups in each cadres to be trained and the expected benefits of each section of PDMA/ PaRRSA in relation to their roles and functions.
- To analyze and prioritize identified areas for training interventions, which must be innovative and must produce a breakthrough to a new, higher level of excellence.
- To identify ways to increase efficiency and effectiveness of the sections to meet their desired objectives, i.e. the positive benefits which will contribute to their skills to be used for better results and outputs.
- To strengthen institutional capacity of the sections through training interventions to sustain and contribute in their respective areas of operations.

2.3 **Training Needs Assessment- Tools**

There are various tools and instruments which can be used to collect information about needs and gaps relating to job performance. However, the level of education/qualification among employees was taken into consideration during the process of training needs assessment. Both quantitative and qualitative methods were applied throughout the needs assessment. Self-assessment forms in shape of questionnaires were used as quantitative information. Whereas focus group discussions (FGD), key informant interviews and observations were carried out as a qualitative methodology for determining the perceptions and feelings of employee's workplace performance in various sections of PDMA/PaRRSA.

The assessment studies conducted in the past revealed that self-assessment by an organization/ employees is more effective tool instead of an imposed one because the findings come up through self-assessment are more relevant to better address the prevailing gaps, creates ownership and acceptability among the intended target beneficiaries and has positive impact on the capacity building of the organization in the long run. Keeping in view this principle, participatory self-assessment tools and techniques were used for assessing the required needs of capacity building of professional and support staff in PDMA/PaRRSA. Mixed techniques/methodologies were applied during the process, such as literature review, self-assessment, focus group discussions and key informant interviews.

2.3.1 **Desk Review:**

Operational Manual:

Detail review of the Operational Manual was carried out. The Manual provides guidance and instructions while undertaking operational activities of PaRRSAs. As such the Manual is followed by the personnel acting on behalf of/ for PaRRSA during planning, designing, approval, execution and implementation of reconstruction, rehabilitation and settlement activities/ projects. This Manual has been compiled in line with applicable Government laws and regulations, anticipated requirements of existing donor agencies and anticipated scale of PaRRSA's activities in medium to long term. The manual not only provides detailed guidance on the functions to be undertaken by each department but also serves as core reference for PARSA's overall Operational Guidance Mechanism

HR Manual:

The purpose of this manual is to provide specific guidelines for the organization and field office personnel in daily human resources and administration procedures within PDMA/PaRRSA offices in Khyber Pakhtunkhwa. It is not intended to prescribe step by step guidance for every eventuality, but defines the policies that the procedures should support. The manual provided detailed information about PDMA/PaRRSA human resources and administration policies and procedures as well as conditions of employment at PDMA/PaRRSA. Most importantly, the manual emphasized the role and authority of the HR Function and line managers in developing and managing people and also act as a reference document for the management and staff in handling human resource issues and new employees. This manual has been designed to provide the basic tools and resources needed to administer the organization's human resource program

KPMG & Deloitte Reports:

Both pre-award assessment reports (PDMA Pre-Award Assessment report developed by Deloitte and PDMA/PaRRSA Pre-Award Assessment report developed by KPMG) were reviewed. ASP-RSPN carried out a detailed analysis of the gaps identified and support rendered by KPMG

2.3.2 **Questionnaire- (Self-Assessment Forms)**

Self-assessment forms were developed in consultation with senior staff and management of PDMA/PaRSA. The objective of such questionnaire was to assess employee's current individual capacity level and roles/responsibilities and the required skills to carry out their assigned tasks efficiently and confidently. A total of 88 Self-Assessment Forms were duly filled by all staff members of PDMA & PaRRSA. The valuable information gained through Self-Assessment Forms, greatly helped to assess the required training for improving their job performance. Besides identifying others aspects of jobs performance, a portion of self assessment form was also used as a competency checklist, which applied the rating scale of 1 (low competency) to 5 (very high competency) to ascertain competency level of employees in various cadres. It enabled the respondents to rate their own competencies in various areas of operation.

The assessment form was first used on pilot basis before wider circulation. The pilot phase witnessed explicit success in terms of applicability as well as assessing the required data. However, despite having tested successfully, the self assessment form was further refined and some new parameters were added for achieving the 100% desired results within the specified period of time. An intensive orientation session was conducted with all the staff members in order to explain the questionnaire including concept clearance, nature and responsibilities. Later, self-assessment forms were circulated amongst all section/department professionals, assistants and computer operators. This instrument was useful in getting information from PDMA/PaRRSA professionals regarding their roles, responsibilities and current skills level along with their strengths and weaknesses. Furthermore, this assessment also helped in collecting extra information regarding the employees own plans to convert their weaknesses into opportunities. Finally information was collected regarding their prioritized training needs. Template questionnaire is attached as annexure-1.

2.3.3 **Focus Group Discussions**

Careful and thorough Focus group discussions (FDGs) were conducted with staff of all sections/departments of PDMA/PaRRSA to capture more in-depth information about their experience/suggestions as well as to assess the existing gaps in performance and possibility of future training programs.

Focus group discussions (FGD) were held amongst all the sections/departments of PDMA/PaRRSA in order to have a deep insight and gain detailed information as well as assess how they view their current jobs, how satisfied they are from their current performance and the required needs and possibility of suitable future training interventions. The professionals, assistants both from PDMA and PaRRSA were grouped accordingly for the FGDs. This exercise was very helpful in capturing the intrinsic feelings and perceptions of the staff, their actual level of performance and the expected performance. The FGDs were conducted from 07 to 13 August 2012.

PDMA staff was divided into two groups; one group consisted of seven officer level staff comprising Deputy Director (T &A), Deputy Director (Relief), Deputy Director (A&F), Assistant Director (Admin), Assistant Director (procurement/ DRM), Assistant Director (Warehouse) and Assistant Director (Relief). While the other group comprised of lower cadre staff including computer operators and assistants from all sections of PDMA.

Similarly, section wise six groups were constituted from PaRRSA. Planning section included Chief Planning Officer, Senior Planning Officer, two planning officers, two computer operators and one office assistant. From Economic Growth 02 Economic Growth Specialists, 02 Economic Growth Associate (M&E), 02 Economic Growth Associates (P&D) formed a group. Likewise, from Housing a Deputy Housing Coordinator, Advisor Housing & DRR, reporting officer, 02 office assistant and 02 computer operators were included in a group. From Media, Admin & Audit a media & communication specialist, media & communication officer, graphic designer, creative writer, administrator, 02 office assistants, computer operator and 02 Internal auditors formed a group. The group from Finance included finance manager, 02 accounts officers, assistant accountant and office assistant. Another group from Infrastructure and M&E included Chief Infrastructure, Chief M&E, M&E production officer, M&E officer social sector, quality surveyor, 02 office assistants and 02 computer operators. The template of FGD Form is attached as annexure-II

2.3.4 Key Informant Interviews

The Key Informant Interviews tool was effectively used by involving the senior management and section heads of PDMA/PaRRSA. Interviews were held with key management staff in order to consolidate management views/perception on identification of priority training and development programs. This tool was effective in identifying and assessing training and development needs from both a personal and institutional perspectives. The information collected in questionnaire and focused group discussions was also shared during the KIs. The interviews were held with key informants to cross check and validate the information collected through the above tools. A template of KII is annexed at the end of the report.

A total of 13 KIIs were conducted. Some of the participants included were Deputy Director Relief, Director Relief PDMA, focal person EG, Finance Manager, Media & Communication Specialist, Program Manager-management, Chief Infrastructure, Chief M&E and Chief Planning Officer Data Base, Manager and Deputy Director Training & Awareness.

Template KII form is attached as annexure-III.

CHAPTER 3

ANALYSIS & RESULTS OF TRAINING NEEDS ASSESSMENT (TNA)

This section highlights TNA analysis and results. The results are concluded from data collected through desk review of available reports and other documents, focused group discussions, key informants interviews and direct observations. In most of the sections of PDMA/PaRRSA, performance gaps were observed, which were varied among various cadres of staff members. These gaps pertained not only to technical and management skills of the staff members, but institutional weakness and lack of enabling environment to perform the required tasks were also observed

3.1 Sections Consulted During TNA Process:

HR/Admin, Relief/Operations, Rehabilitation and Reconstruction, Accounts/Finance and Monitoring/Evaluation sections of PDMA and Planning, Finance, Housing, Infrastructure, Monitoring/Evaluation, Donor Coordination, Provisional Emergencies, Operational Centre and Management Information System (MIS) Sections of PaRRSA were consulted and involved in the TNA process.

3.2 Tools & Methodologies for Analysis

3.2.1 Exclusive KII with DG PDMA/PaRRSA

An exclusive interview was conducted with DG PDMA/PaRRSA in order to assess the organization's current level of performance, expected performance and the areas which need further improvement. It was observed that a comprehensive and integrated proactive strategy has not been developed for contingency planning relating to disaster management and disaster risk reduction. Gaps were also observed in the implementation planning of such a strategy. Hence, the overall capacity of line departments was found weak. Moreover, capacity of local institutions regarding the planning for emergency situation was found minimal.

An orientation workshop was also suggested during the interview for the conceptual clarity of Disaster Risk Reduction (DRR) and Disaster Risk Management (DRM) for the relevant staff members of PDMA/PaRRSA. Women participation in decision making process was non-existent. Only one female officer as a gender coordinator is working in the entire organization. The information sharing mechanism is practiced only through periodical reports submitted to the donors and other relevant departments. No integrated mechanism for data management process was in place. Moreover there was no mechanism in place to evaluate the current capabilities of staff. In other words, training needs assessments for relevant staff was not properly conducted. As such, there were no proper training plans or schedules available. The overall planning and implementation levels of PDMA/PaRRSA was found below average. However, the financial reporting of the Organization was found satisfactory.

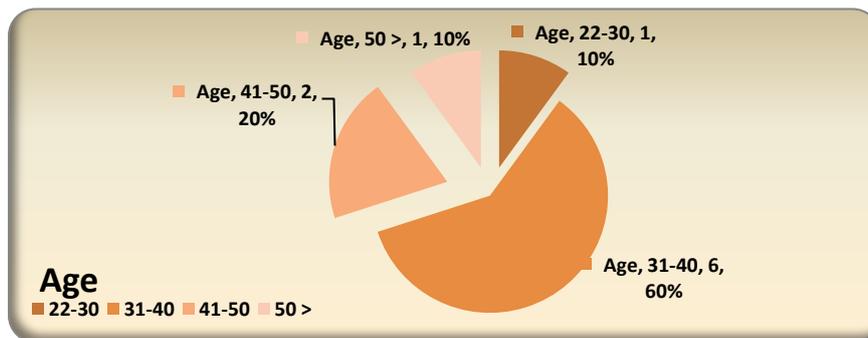
Another highlighted area was the significant capacity gap in gender responsive planning & budgeting. Other key areas for improvement that were identified included the customized trainings on IT & Computer skills, report writing skills, minutes drafting/record, proposal development, , donor coordination and resource mobilization.

3.2.2 Organization – PDMA:

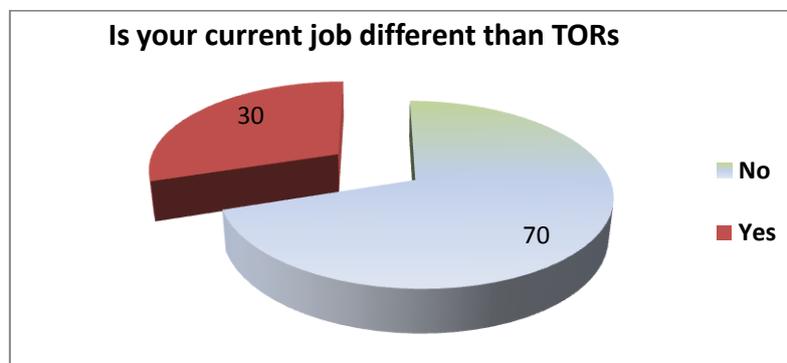
Questionnaires were filled independently by PDMA staff members and the cumulative result was derived from two majorly sections of PDMA, i.e. Officers (Directors, Deputy Directors, Assistant Directors) and Officials, i.e. (Computer Operators and Office Assistants).

PDMA OFFICERS (Management level Staff)

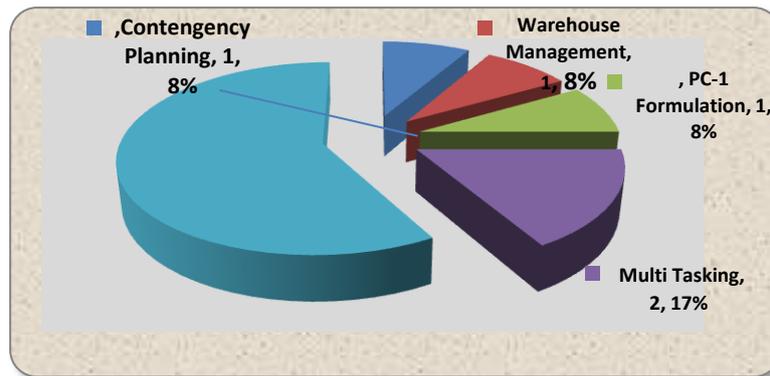
i. Results of Questionnaire: A total of ten questionnaires were filled by PDMA officers. The cumulative results extracted from the survey questionnaires clearly depicted gender imbalance in the section, since no female staff is currently employed in the whole section. However, the staff was found qualified with 100 % employees having completed Master Degree in a variety of subjects. 60% of the staff was found young with age ranging from 31-40. All the staff was found preferring to work as a team member. Keeping in view the good reputation of the organization, the staff turnover is almost nominal. The age group of employees is highlighted in the following diagram.



The variation of job performance with regards to TORs was interesting. 70% of the staff described their work as per their TORs. Whereas 30% staff revealed the variation in TORs and added their additional tasks as contingency planning, warehouse management and PC-1 Formulation. The difference in current job performance with regards to prescribed TORs is shown in the following figure.



With regards to training and development, 50% of the participants showed willingness to receive trainings, 30 % disagreed and 20 % marked it as no answer. The results further revealed that 30 % have received training for less than a month and 20% for less than a week. The staff shared that they were utilizing their acquired knowledge & skills in their current roles. Key Training needs identified by the staff in their present jobs were financial management, report writing, office management, procurement, provincial rules & regulations, audit & warehouse management. 60% of the staff mentioned to improve their managerial skills. The rest wanted to seek expertise in technical & interpersonal skills. The following figure shows the trainings requested by the section staff.



Most of the employees preferred on-job trainings with major focus on HR, administration and DRR skills. To improve their professional skills and strengths, the respondents wanted to acquire report writing and planning skills through orientation courses and exposure visits. Furthermore, the staff required customized trainings in Ms. Office, Internet browsing, statistical tools and Civil Engineering tools.

ii. Results and Analysis of FDGs: FDGs were conducted with seven officers of different sections of PDMA. The group comprised of Directors & Deputy Directors who are primarily working as section heads. The focus was to identify the required training skills for improved job performance. Identified trainings included grass root capacity building initiatives, orientation sessions on disaster preparedness and mitigation. To ensure proper and timely perusal of planned activities, it was strongly felt that reinforcement of intersection of plans and activities is highly required.

Moreover performance gaps were identified in the HR & Admin Sections of PDMA. The staff requires additional trainings in order to perform according to the expected levels and to reduce overburdening. Since the existing staff have been given additional responsibilities from time to time, their performance appraisals should be conducted on a regular/quarterly basis. Once a staff member is assigned additional responsibilities, their job description should be amended/updated accordingly. Relief & warehouse staff lacked trainings of MS office and related softwares. Visible gaps in office management, internal communication and record keeping were also observed. Due to lack of SOPs and automation, relief activities at district level need to be fine-tuned. Some of the staff members need to improve their knowledge and skills related to DRR, DRM and procurement procedures. Hence, understaffing, technical insight and automation of inventory management at warehouse require trainings on urgent basis.

The finance department lacked knowledge and expertise regarding government rules and regulations. In HR/Admin section, the skills of the officers at individual levels require capacity building in relevant softwares such as SAP and PIFRA. No performance appraisal mechanism is currently in place in the HR/Admin section. Even though some staff members have received trainings however, these trainings are not relevant to their current level of assigned tasks. During the assessment, an interesting observation came up that the staff of lower cadres (i.e. assistants and computer operators) is usually ignored in training programs.

Even though most of the staff was found energetic and highly motivated, but they lack skills in order to perform up to the required level. There is an urgent need to provide them relevant trainings and equip them with up-to-date softwares, which will boost their performance. PDMA as an organization lacks strategic plans for training and development of its staff.

iii Result of KIIs with PDMA Officers (Sections Heads):

Training & Awareness: The function of Training & Awareness Section in the PDMA is to facilitate career development of all staff currently working at PDMA. The section is dealing with the training opportunities for the staff at national and international levels and is providing facilitation to avail of

these opportunities. However the section is understaffed and lacks skilled personnels to fill the gap. The coordination mechanism is well established with a defined hierarchy. Both electronic and manual file management system is in place. However, no female staff is currently employed in the section. But the staff of the section was found very gender responsive.

The areas identified where training is required are project/training design and delivery, monitoring & evaluation of trainings and data management (MIS). The section also needs to be strengthened in performance evaluation of the staff and progress reporting.

Accounts & Finance: During the assessment of the Accounts and Finance Section, it was observed that bills were not properly entertained by AG Office; as a result there were also delays in payments to the stakeholders. No proper mechanism is in place to ensure timely and quick approval of payments. Another problematic area which was highlighted was the poor coordination with Admin Section.

While assessing the current level of staff capacity, it was observed that staff requires training in budgeting and reporting, interpersonal communication and IT. A large number of audit observations were found due to low level capacity of staff. It was also observed that communication gap in the section is hindering the work flow.

Monthly expenditure and accounts statement reports are generated and forwarded to AG Office for reconciliation. Section head reviews all the financial matters before putting it up to Director Relief and DG for final approval. As appropriate financial softwares and system are not in place, the data of the section is managed manually. The staff has capacity and skills for financial reporting but needs skill enhancement in data management, effective networking & communication and computer & technical skills.

Relief Wing: The roles and functions of the section are relief, operations, monitoring in emergency situations, relief distribution, transportation, compensation as per policy, contingency planning, formulation of DRM plans and coordination with all relevant stakeholders. This section covers almost 90% of PDMA’s activities.

It was observed that Provincial DRM Plan is still not prepared due to the low capacity and resource constraints. The data gathering techniques, assessment of disaster prone areas, and identification of vulnerability are the major areas that the officials needs to excel in as experts. Technical tools and capacity to gather accurate data and its processing is the key for the preparation of need based effective applicable plans which needs to be acquired through customized trainings.

It was also observed that no proper reporting mechanism is in practice. The data is managed in hard form in haphazard way while the data at warehouse is maintained in soft form and registers are also maintained. The contingency planning is considered as research activity as it is based on field information and the gathered data. The staff needs skills and guidance to conduct research and case studies.

iv. Analysis of TNA Results:

Based on the result s of questionnaire, FGDs and KIIs, the training needs identified for various staff members of PDMA are described below.

STAFF/SECTIONS	TRAINING NEEDS IDENTIFIED
All PDMA Staff	Capacity building through orientation on Disaster Risk Reduction (DRR), Disaster Risk Management (DRM) & Community Based Disaster Risk Mitigations (CBDRM)

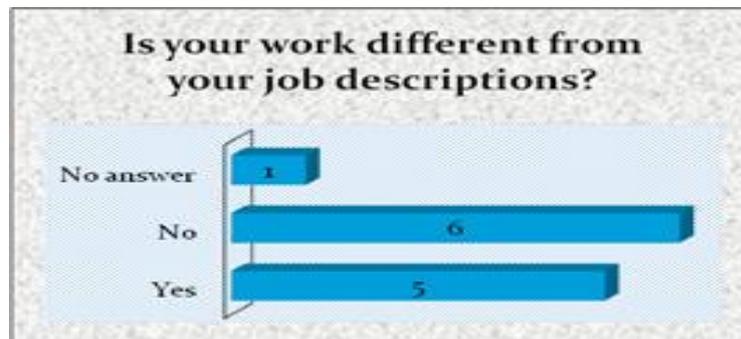
	Office management, Interpersonal communication skills
	Planning skills
	Ms. Office, Internet browsing
	Gender mainstreaming
Relief & operations	Survey/Research Tools; Quantitative and Qualitative Data Collection Techniques
	Contingency Planning, Relief & Rescue operations
	Damage need assessment
	Early warning system & quick dissemination of disasters relating information
	NGOs coordination mechanism
M & E	Project monitoring & Evaluation
	MEAL Training (Monitoring, Evaluation, Accountability & Learning)
	Project Planning
	Evaluation tools & Techniques
	Developing M& E indicators, Formats and reporting
	Research & Case studies reporting
	IT & software applications
	Project Reporting & Documentation
Rehabilitation & reconstruction	Post conflict rehabilitation & reconstruction
	Disaster preparedness & mitigation
	Project management
Training Section	Training of Trainers- generic
	Data Management (MIS)
	Reporting Writing skills
	Developing training modules
Accounts & Finance	Harmonized Approach to Cash Transfer(HACT)
	International Standards Of Accounting and Financial Systems PEPPRA
	Financial reporting
	Computer skills
	Financial Budgeting
	Procurement

- Job descriptions, Organization’s mandate and section’s objective need to be very clear to the staff
- New and competent hiring is suggested, keeping in view the already overburdened responsibilities of staff with additional charge and duties
- Relief activities and even contingency planning need to be done in a gender response manner for disaster prone / affected areas
- For DRM Planning, active support is required from line departments as it can’t be done in isolation. The orientation of DDMUs, district administrations, line department is suggested in order to keep all relevant stakeholders on board.

PDMA OFFICIALS (Computer Operators and Office Assistants):

i. Results of Questionnaire: A total of eleven questionnaires were filled by PDMA officials comprising computer operators and office assistants. The cumulative result extracted from the questionnaires indicated that 50% staff members are Masters Degree holders. No female staff is currently employed in the section. The age of 70% of staff ranges from 21-30 years. All the staff members consider themselves as team members.

76% of the staff indicated their current work matching with their job description. 35% staff had previously received trainings whereas 65% had not received any training or orientation. The following figure indicates the difference between their current performance and job description.



60% of the total staff comprised of Assistants with their main tasks as record keeping and reporting, whereas 35% are Computer Operators performing IT and software related tasks. The survey results showed that 65% staff was interested to improve their IT and computer related skills, while 35% wanted to develop their office management, documentation and report writing skills. The survey further indicated that majority of the staff was keenly interested to receive on job trainings relating to HR, administration, documentation & report writing. Moreover, 88% wanted to receive on job training in IT, MS. Office, warehouse management and MIS. The following figure shows the various types of training revealed by the survey.



ii. Result of FGDs with PDMA Officials: FGDs were conducted with nine staff members, which included computer operators and assistants from different sections of PDMA. The results of the FGDs showed the required trainings in book keeping, service delivery and data management. However, majority of the operators and assistants are also performing extra tasks beyond their job descriptions. No performance appraisal had ever been carried out; only annual confidential reports are prepared as a formality.

iii. Analysis of TNA Results:

STAFF/SECTIONS	TRAINING NEEDS IDENTIFIED
All Staff Members	Office management
	Orientation of rules and regulation
	MS Office
	HR & Administration
	Documentation & reporting

	English Language courses
	DRM/DDR and CBDRM
	General computer Application
	Basic IT skills
Computer operators	Latest computer softwares
	Computer Networking
Assistants	Inventory Management
	Book keeping
	Budgeting and Auditing
	Protocol/ secretarial Practices
	Orientation on public sector oral & written language
	Technical writing (minutes taking, drafting of letters and summary writing).
	Warehouse management
Logistics support & coordination	

- Mechanism for conducting Performance Appraisal needs to be established.
- Reporting formats/ time sheets should be devised to share the weekly progress of staff members
- Data management & record keeping is required. The staff should maintain proper filing and archival systems

3.2.3 Organization – PaRRSA:

PaRRSA is relatively a large organization consist of 12 sections. The self assessment forms were distributed individually to all staff and were later analyzed section wise. The FGDs were also conducted section wise. KIIs were held with section heads.

A. Key Informant Interviews (KII):

Overall planning, management and implementation of programs as well as financial control are the key functions of Program Manager PaRRSA. The result of KII indicated that M&E related activities are lacking the required standards and are not up to the expected levels. A fully functional Monitoring and Evaluation system is urgently required in order to ensure the pre and post analysis of the programs/projects for greater impacts and documentation of lessons learnt that will provide a base for timely decisions and future planning. It was further observed that twelve sections of PaRRSA are overstaffed, whereas adequate human resource is not available for reconstruction and rehabilitation tasks.

A visible turnover of female staff was observed in the section. However, no female staff is currently working at the management level. Planning section consolidates the information as per the requirement of the donors. The reporting formats developed by KPMG and further refined by ASP-RSPN are followed for managing the data. It was further observed that trainings on gender mainstreaming in the planning stage of activities is urgently required.

As a whole the following trainings/orientations are strongly suggested for improved performance.

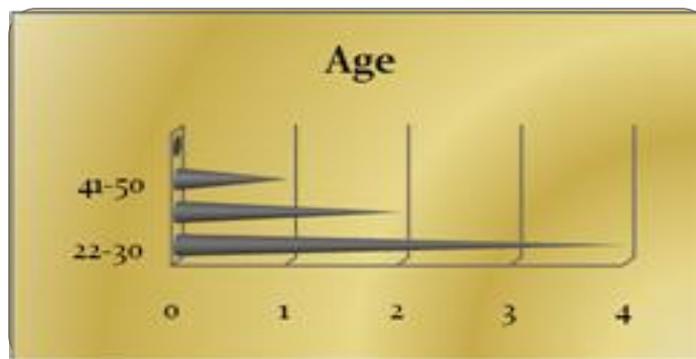
STAFF	TRAINING NEEDS IDENTIFIED
Staff Members	Gender sensitive program planning
	Gender Budgeting
	Program implementation

	Project Monitoring & Evaluation
	Assessment tools
	Donor reporting tools & Techniques
	Office Administration

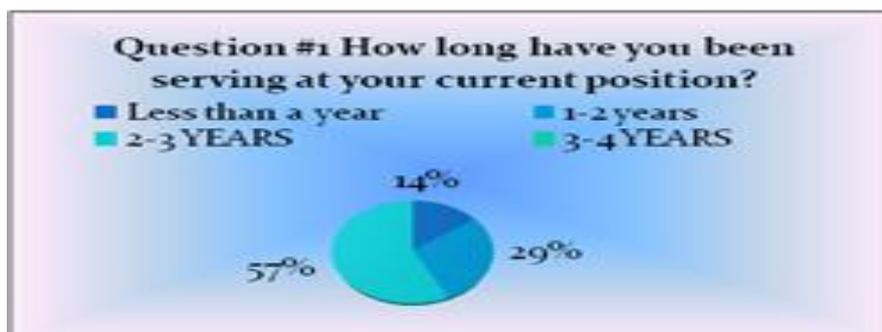
B. Planning Section:

The Planning Section is the core strategic section of PDMA/PaRRSA and is playing an important advisory role in the strategic planning of the organization. The main responsibilities of Planning Section include PC-1 preparation, preparing monthly and quarterly progress reports, conducting need assessments, developing project implementation plans, coordination with district secretariats at field level and extending secretarial support to district line departments. No female staff is currently employed in this section.

i. Result of TNA Questionnaire: A total of 07 questionnaires were distributed amongst the staff of planning section. The result revealed that 100% of the section staff has a Masters Degree. The age of 57% of the staff ranges from 22-30 years with a working experience of over two years. The following figure shows the age break-up of the employees in the planning section.



Majority of the staff is working for over two years in the sections. The following diagram reveals the total duration of their services in the section.



Following are the results extracted from the questionnaire:

- i. 85% of the employees were found as team players. Only 15% preferred working on individual basis.
- ii. The current task performance of 72% of the staff was found different from their job description. Besides, they were also required to perform extra assignments such as coordination, office management, financial management and software related tasks.

- iii. 85% of the staff hasn't received any training. 15% have received trainings with duration of less than a week.
- iv. 57% described their current job as office management, 28% described coordination & communication, handling of IT & softwares and 15 % mentioned their job as keeping & maintaining records and reports.
57% of staff mentioned that they needed training in IT & computers. 45%, wanted training in documentation & reporting and 15% wanted training in Project Proposal, LFA and appraisal techniques.
- v. 42% of the employees showed willingness to improve all three skills (managerial, interpersonal & technical), rest wanted a combination of one or two.
- vi. All valued to learn and be skilled through on-job trainings in planning & monitoring, office management, IT applications, documentation & reporting



ii. Result of FGDs: Carefully selected seven staff members from the Planning Section of PaRRSA were involved in focus group discussions (FDGs). The main purpose of FDGs was to find out the existing capacity gaps and how they can be bridged either through formal or informal trainings. The participants were asked about their roles and functions, their prescribed responsibilities and tasks in the Planning Section.

The following tasks and responsibilities of the section were identified by the respondents.

- i. Provision of strategic direction in long and short term plans
- ii. Development of project implementation plans
- iii. Provision of secretarial services to different forums (PRB.PSC,DAC,DRRC)
- iv. Maintaining internal and external coordination
- v. Data analysis
- vi. Preparation of progress reports

All the participants strongly expressed the need to enhance their capacity in the fields of knowledge based management, PC-1 development and project management as they lacked sufficient technical knowledge and skills, particularly relating to disaster risk management (DRM) and disaster risk reduction (DRR).

The results of FDGs revealed employees deficiencies in their current job performance due to inadequate knowledge and skills. Similarly, it was found that majority of the employees lack systematic tools, which, if provided, can improve their performance and enhance their productivity. No systematic/structured formal or informal trainings have been imparted to the staff to improve their performance and capacity for the smooth functioning/achievement of the required tasks.

Furthermore, there was no systematic performance appraisal system in place at the organizational level as a whole. However, all the participants were found keenly interested in knowing how well they are performing at present and how they can do better in future. They wanted the required information to improve their performance in order to get promotions and merit-based pay. Hence a functional and systematic performance appraisal mechanism is suggested to PDMA/PaRRSA because proper performance feedback mechanism will improve the employee’s future performance. It will also give them job satisfaction and motivation, which will result in the optimal utilization of their competencies. Performance appraisal will also enable senior managers to coach and counsel employees in their career development.

iii. Results of KIIs: The primary function of the Planning Section is to develop strategic plans in order to help the organization to timely anticipate and respond in DNA context including reconstruction and rehabilitation in KP. The section helps in providing information and data in the development of progress reports for different evaluation missions, consultants, and especially the quarterly newsletter of PDMA “WADAAN”. Planning team is working as catalyst and facilitator in program management, coordination and implementation of activities.

During the assessment of the section, it was highlighted that there is a lack of effective planning in “disaster preparedness programs” for managing the consequences of disasters and other emergencies. Available facilities and resources- both material and human- are not properly. The delay in planning have often resulted in wastage of time, resources and manpower.

Gender imbalance was observed in the Planning Section as 100% of the staff were men. However, as a whole the organization is gender sensitive and provides equal employment opportunities to all.

The reporting mechanism is comprised of “note sheets”, which serves the purpose of reports. The responsible officer reviews these reports and provides his/her feedback before sending for approval. The data is managed both manually and electronically. The coordination mechanism is based on both verbal and electronic communication. All decisions are taken during staff meetings which are based on consensus.

iv. Analysis of the TNA Results: The training needs derived from the TNA tools are described as follows.

STAFF	IDENTIFIED TRAINING NEEDS
All staff members	Documentation & Reporting
	IT & Software applications
	Advance MS project
	Advance MS office(excel)
	Gender sensitive planning
	Gender sensitive budgeting
	DRR/DRM
	Basic monitoring and evaluation
	Statistical analysis
	Interpersonal & communication Skills
	Office management
Computer Operator & Assistants	Quick Book
	GIS
	Filling & data Management Systems
	File tracking systems

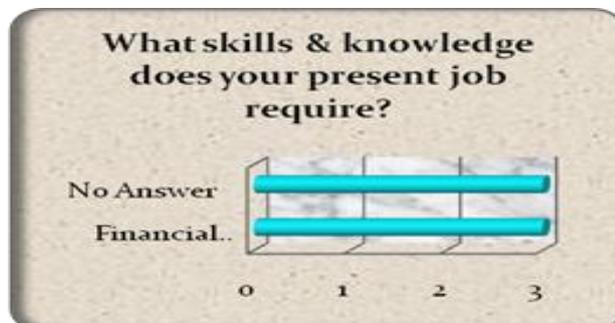
	Survey Assessment
CPO, Senior Planning Officer, PO	Basic environmental assessment
	Technical report writing
	Risk Analysis
	MEAL System- Monitoring, Evaluation Accountability Learning
	Assessment Tools
	Project management, Project Cycle management
	Logical Framework Approach (LFA)
	Leadership skills
	Proposal Writing

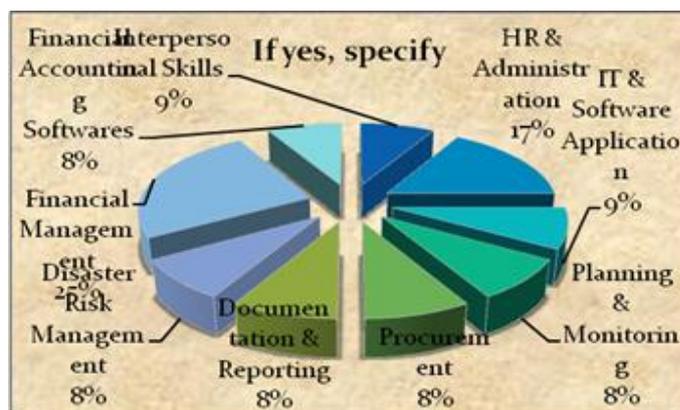
- Most of the staff is unaware of their complete TORs
- Majority of the staff described coordination, reporting, IT applications as their key areas of responsibilities. However, no one highlighted planning to be their key responsibility
- Key Findings: None of the respondents mentioned preparing Disaster Risk Reduction Annual Plans and updates and mapping of disaster prone areas, which are two of the prescribed job descriptions of the section. Thus staff needs orientation about their roles and JDs.
- No formal performance evaluation mechanism is currently in place at the organizational level.
- Non-availability of strategic training plan in the section for addressing the training needs of the staff.

C. Finance Section:

The finance section is responsible for preparing and maintaining the financial records/transactions. Key areas of responsibility include treasury, risk management, and achievement of the strategic objectives of the organization.

i. Result of Self-Assessment Forms: The questionnaire was filled by 6 staff members of the Finance Section. The cumulative result indicated that 33% of the employees are young with an age of 22-30 years. The age of 33% of the staff ranges from over 50 years and the rest fall in 31-40 years. Nearly 80 % are serving the organization since last two and a half years. All staff members believe in team work. The results further indicated that all staff members are performing their duties according to their job descriptions. 66 % haven't received any training and wanted to acquire financial accounting and managerial skills; 16% require documentation, reporting, DRM & Interpersonal skills, whereas 33% need orientation in HR and administration.





ii. Result of FGDs: The FGD result indicated the main responsibilities of the Financial Section as budget control, distribution of financial resources according to the proposed program, release funds to the executing agencies, process claims for approval of DG and issue cheques, reimburse claims to USAID, facilitate donors with finalization of PILs (Project Implementation Letters) and funding mechanisms, reconciliation and expenditure of revolving fund accounts and other bank accounts, reconciliation of expenditure with executing agency and preparation of financial reports .

The results of FDG show that the Finance Section faces a lot of difficulties due to the fact that it is not taken on board in financial planning meetings. There is also a need to introduce updated financial software in order to improve the current level of performance.

The results further indicated that lower cadre staffs such as assistants and computer operators are normally ignored in training programs. Relevant training along with the provision of modern software would boost staff efficiency and effectiveness. Strengths of the section were identified to be the conducive and cooperative working environment and time management. The weaknesses were the non-availability of separate compartments to keep the records secure and lack of access to new software.

iii. Result of KII: The KII result indicated the need for more transparency and accountability in the Finance Section. No mechanism is currently in place for staff appraisal or performance evaluation. All the financial requirements are tuned according to the donor’s requirements. The results also revealed that the manual Accounting Methods are still in practice. Thus, the section staff needs to be trained on computerized accounting software.

iv. Analysis of TNA Results: The responses received through questionnaires, FGDs and KII were analyzed and the following training needs were identified.

STAFF	TRAINING NEEDS IDENTIFIED
All Staff members	MS Office Advance
	Accounting software
	DRM
Finance manager & accountant OFFICER	Financial report Writing
	Disbursement Guideline of Donors
	HR & Administration, Revolving Fund(USD Amount)
Finance Manager	Financial management
	Gender responsive budgeting
	Gender mainstreaming
	Disaster/ Emergency budgeting Basic IT

Assistant Account	Assignment Account
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- Staff fully understand their jobs descriptions
- Staff is committed and motivated
- Technical skills needs to be focused more as training opportunities needs to be provided to all staff members

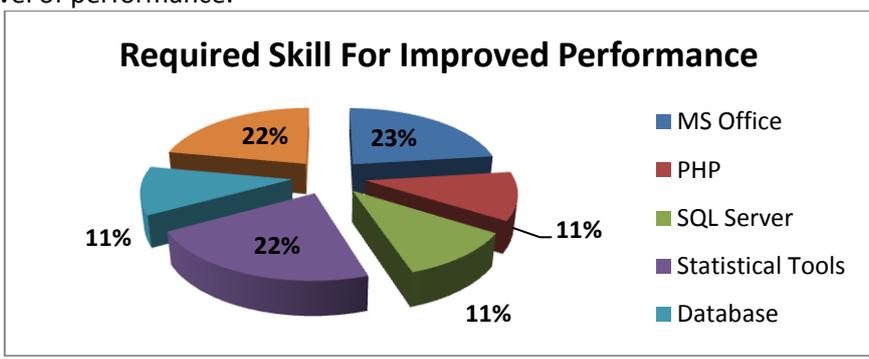
D. Housing Section

Housing Section of PDMA/PaRRSA has the mandate to look after the reconstruction and compensation programmes/ projects in militancy and flood affected areas. Housing Section is also responsible for conducting surveys, providing NOC for construction and housing projects in affected areas and provision of WATA Cards in collaboration with NADRA.

i. Result of Questionnaire: A total of five questionnaires were filled by the section staff. No female staff is currently working in the section. Even though they have sound educational qualification, but most of the staff members were newly appointed with less than a year of practical work experience. 60% employees are working according to their job descriptions. The remaining 40% are involved in additional multi-task assignments including financial management. 60% of the staff members haven't received any training in their career at PaRRSA. However 40 % have attended less than week trainings on Housing tax and office administration. 60% require IT related training, 40% need office management and interpersonal skills training, and 20% require training in documentation & reporting, financial management, M&E, Program management and HR & Administration.



ii. Result of FGDs: Five staff members from Housing Section participated in the FGD with the main aim to identify the current gaps in job performance and plug the gaps through various trainings. The FGD results indicated heavy workload, lack of proper documentation and lack of human resource in the housing section. Training in IT and file management is highly recommended in order to improve the current level of performance.



iii. Result of KII: The KII result indicated that majority of staff lack technical knowledge. Furthermore, complete documentation is not available in the section. Monitoring of various activities is almost non-existent due to incomplete documentations.

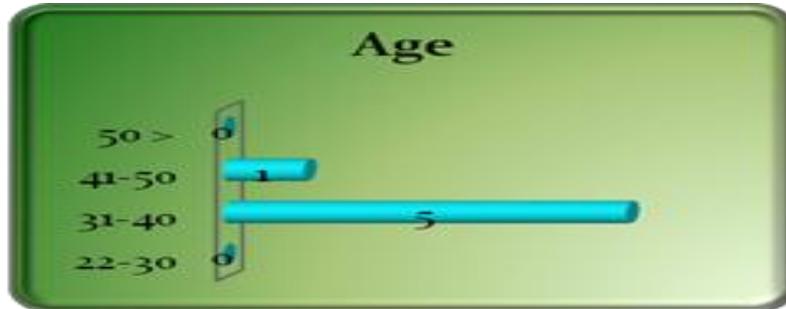
iv. Analysis of TNA Results: The conclusions drawn from questionnaires, FGDs and KII resulted in the following identified training needs for the housing section.

STAFF/SECTIONS	IDENTIFIED TRAININGS
Adviser & Coordinator	Project management & proposal development
	Financial management including budgeting policy formulation
	Report Writing
	Leadership & Management
	Performance Management
	Monitoring, evaluation and analytical skills
	MS Access
	Communication and grievances handling
	Research Methodology
	Case studies Reporting
	Technical reporting
	Data Analysis
	PCM work plan
	Project management
Office Assistant	Drafting & Corresponding Skills
	Report Writing
	Computer Skills
	Use of office equipment i.e. photocopier, fax machine and printer
	Filing and documentation
	Interpersonal communication and coordination skills
Computer Operator	Data entry
	Filing and documentation
	Sorting and filing of documents
	Data analysis
	Data gathering information management
	Ms Office
	File Tracking System
	MIS
All Staff Members	Gender mainstreaming, Gender sensitivity
	Presentation & Communication skills
	Basic documentation & drafting skills
	Report Writing
	Office Management

E. Infrastructure Section:

The mandate of Infrastructure Section of PDMA/PaRRSA is to rebuild the disaster related damaged infrastructure. Infrastructure section is involved in PC-1 preparations, administrating and managing contracts and schemes approvals.

i. Result of Questionnaire: A total of 6 questionnaires were received, based on which the result is formulated. The age of 85% staff is between 21-30 and 15% between 30-40. Moreover 50% of the staff members hold a degree in B.SC engineering, 33% are postgraduate and 17% have intermediate level qualification. All staff members have been working in the organization as team members.



60% employees in the section have received training. Describing their present work, the staff highlighted records, reports, office management and PC- 1 preparation as 50%, civil works & preparing presentation as 33% and vetting of drawings and handling of IT& Software as 17%. The result of the questionnaires showed that staff needs training in IT, Office management, interpersonal skills, monitoring & evaluation, HR, administration and program management. 33 % wanted to gain all three skills i.e. managerial, technical and interpersonal. 33% wanted to acquire one out of the three and the remaining wanted a set with a combination of two. 50 % of the staff preferred to practice and polish their skills in Internet browsing and civil engineering software, 33% preferred Ms. Office and 16 % marked statistical tools as their need. The following figure shows the need for required skills.



ii. Result of FGDs: Five staff members from this section participated in FGDs. The results of FDG indicated the absence of a designing cell which is causing delay in achievement of the deliverables. The FGDs further revealed that the implementation strategy of the section is not shared with team members. Due to the absence of experienced staff and lack of expertise, many activities are outsourced. No strategic plan is available for the training and development of the staff. Communication and coordination among various cells is nominal.

iii. Result of KII: The results of KII indicated lack of coordination and communication among different sections, late completion of schemes due to security clearance, absence of reporting mechanism and performance reports

iv. Analysis of TNA Results: The responses received through questionnaires, FGDs and KII were analyzed and the following training needs were identified

All Staff members	CAD
	DRR/DRM
	Contract Development & Management
	Technical Reporting
	Statistical tools
	Ms. Office
Chief Infra, Infra Coordinator & Quality Supervisor	Engineering management
	Contract Management
	Project management
	SAP 2000
	Eagle Point 2005
	MS. Project
	Water Cad
	Documentation & Reporting
	HR & administration
	Leadership & management
	Civil Engineering Softwares
Infra Coordinator & Sub Engineer	Quality Assurance
	Civil Engineering Softwares
	Quantity surveyor
Computer Operators	Data management
	IT & Software applications
	Interpersonal skills

- Lack of in-house designing cell is an area where capacity building is needed
- Training plan/strategic plan needs to be devised to build the capacity of the staff and increase their efficiency.
- Job Descriptions/ ToRs needs to be specific
- Training opportunities needs to be provided after assessing training needs
- Those staff members, who attended trainings in the past, were not relevant to their work.

F. Monitoring & Evaluation Section:

The main function of Monitoring and Evaluation section of PDMA/PaRRSA is to monitor progress and impacts of various interventions being implemented by PDMA/PaRRSA. This section is working to monitor the extent of achievements against planned activities and target versus achievements. Arranging review meetings, preparation of quarterly progress meeting and annual progress meeting is the responsibility of this section.

i. Result of Questionnaire: A total of three questionnaires were filled by M&E staff. All the staff members have sound educational background. The results of questionnaires indicated that 100% of the staff has received trainings for less than a month, which has enhanced their jobs performance. However, the survey further indicated the need for training. Interpersonal communication, documentation, reporting and IT were the major areas of concern for the M&E staff where training was needed.

ii. Result of FGDs: Four staff members from M&E section participated in the FGD with the main aim to identify and assess the training need of the staff. FGD results indicated that the current structure of M&E is not in line with the committed/agreed portfolios of donors and at the time of PC-1 formulation, monitoring compliance requirements of donors are not included in quality assurance.

iii. Result of KII: During the KII, it was revealed that the M&E approved structure is not in line with the interventions taken over by PDMA/PaRRSA. Majority of the staff of M&E section is inexperienced and lack practical knowledge of monitoring and evaluation related activities. The KII further revealed that the three monitoring officers in the section are not well versed in M&E. Moreover, the supporting structure for M&E is not in place. No Field visits are carried out to monitor the program activities. No female staff is currently employed in this section.

iv. Analysis of TNA Results: The following training needs were identified for the staff.

STAFF	IDENTIFIED TRAININGS
All Staff Members	Project Planning
	Monitoring & Evaluation including developing M&E indicators
	Logical Framework Approach (LFA)
	Project Reporting & Documentation
	Gender responsiveness
	MS. Project
	Evaluation tools and Techniques
	Interpersonal skills
	Primvera
	DRR/DRM
	It & Software Application

G. Donor Coordination

Donor Coordination Section contributes to the overall planning and supervision of subordinate staff as well as participating in strategic progress review meetings. Identification of projects in liaison with line Departments for potential donors and negotiation and interaction with key stakeholders to identify donors who are directly or indirectly involved in development activity in the crisis affected areas are the key responsibilities of the section. The section comprises of four members. Questionnaires were filled by all staff members.

i. Result of Questionnaire: A total of four staff members were given the questionnaire. Two staff members are performing tasks other than their prescribed job descriptions. One employee referred his extra tasks as multi tasking & office management. Describing their current job skills, one employee marked them as coordination, reports and records. The trainings identified were interpersonal skills, gender sensitization and awareness, managerial and technical skills.

ii. Result of KII: This section has only one full time professional employee. The additional responsibilities are given to two other personnel. The KII indicated that only verbal communication and coordination is carried out on need basis; however communication is also done through emails, letters and note sheets.

iii. Analysis of the TNA Results: Based on the analysis following training needs were identified;

All Staff	DRM
	Planning , networking, communication
	Reporting& documentation of filing system
	IT & Software packages (MIS , SPSS, MS Project)
	Report writing skills
	Data management
	Financial reporting
	PCM Tools & Techniques

H. Management Information System (MIS):

The core function of the MIS is to make all the relevant information available to PDMA/PaRRSA. During disaster and emergency situations, the role of MIS section is to provide support in information management and coordinate other functions such as assured means of communications and establishing mechanisms to receive and gather information of the updated situation i.e. deaths & injured, damages to private and public infrastructure, affected population & areas etc

i. Result of Questionnaire: Self-Assessment forms were distributed and then analyzed. 50% of the respondents have received trainings on IT & software but the training was not relevant to their current jobs. The training needs for the staff identified were IT, software and interpersonal skills.



ii. Result of KII: The main responsibility of the section is to look after IT related activities in PDMA/PaRRSA and implementation of new MIS systems. Three staff members are working in the section which comprised of a Database Manager (DBM), an Information Management Officer (IMO) and a Network Assistant. Network related activities and input is shared by Network assistant, web related input and daily updates by IMO while coordination with other section is carried out by DBM.

No mechanism of performance appraisal exists. At different platforms databases for different projects at PaRRSA are developed and maintained in different DBMSs (Database management Systems). Section head is a system engineer having the capability to plan, implement complex engineering and MIS projects. However, rest of the staff requires trainings on MIS planning and its usage.

iii. Analysis of the TNA Results: Based on the analysis following training needs were identified.

	Information & Communication Technology for Disasters
	Project Management(Systems/ Softwares)
	Emergency Information Management Best Practices

For All Staff Members	Information Management for Public
	Establishing Emergency Telecommunication Centers
	Early warnings and emergency preparedness
	Content Management Servers
	Deployment and Management of ISA server
	Networking & communication
	DRM
	Database management systems
	Managerial skills
	MIS projects
	MIS Planning & Implementation

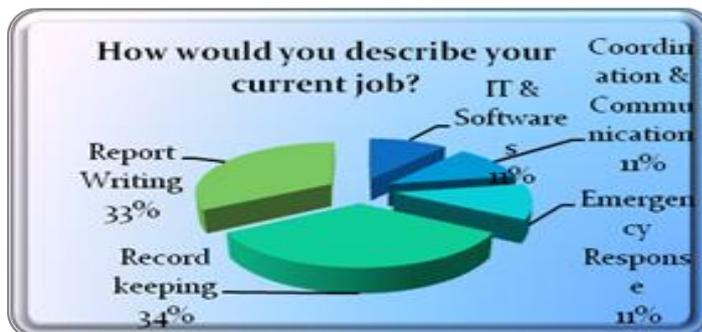
i. Media Cell:

Media Cell is working to produce a good image of PDMA-PaRRSA. This cell acts as mouthpiece of the organization. It has the responsibility of providing information to all relevant stakeholders.

i. Result of Questionnaire: A total of six forms were received with the following results. All staff members were male, young, and motivated to work as team members in the cell. 16% employees described their current work as different from their job description. 50% staff has attended trainings on disaster and media.



33% of the section staff members pointed out record keeping & report writing as their current job while 11% mentioned IT & software, emergency response, coordination & communication as their current work descriptions. 66% mentioned their required skills as documentation & reporting, IT & computers. This reflected that the staff requires orientation regarding their current job descriptions and the roles and functions of media section. All staff wanted to have off job training out of which 66% wanted training on MS. Office, 16% on statistical data and 16% on software & IT packages.



ii. Result of FGD: Seven staff members participated in the FGD. During FGD, a few areas were identified that need to be addressed. Based on their experience of project implementation, they suggested that they should seek written approvals to authenticate the news and information before sharing it with the media. They also suggested that improved financial planning processes be adopted and if issues regarding media arise, they should be resolved quickly. It was surprising to note that participants were not able to identify the areas where capacity building is needed. Like other sections, there was no performance appraisal mechanism to evaluate employees' performance. Due to the absence of performance appraisal, it is difficult to assess the existing level of performance, identify the gaps and to suggest the remedial strategies to address the gaps at the individual and organizational level.

Strengths of the media cell, as identified by the participants, are professionalism and their professional background. Their weaknesses are over-confidence and lack of ability to meet deadlines.

iii. Result of KII with Media & Communication Specialist: Six members team comprising one Media and Communication Specialist/Spokesperson, three professionals and two support staff are currently working in the media cell. The KII result indicated that the media & communication cell has low level of capacity and limited resources. No reporting mechanism exists in the cell.

iv. Analysis of TNA Results: The responses received were analyzed and are given below:

Creative Writers	Speech/Script Writing
	Documentary script writing
All Staff	Video making
	Ms. Excel (office Automation)
	MS. Office
	Interpersonal skills
	Research Methodology & Tools
	Reporting & Documenting Skills
	Writing Press releases & Notes
Media & Communication Assistant	Photographic Techniques
	Strategic communication
	Public speaking
Graphic Designer	Video Editing
	Advance Software (3d studio Max, Adobe After effects)
	Media aesthetics
Helpline Assistants	Communication skills
Media and communication officer, Specialist	Exposure visit to International media
	Interviewing skills

J. **Admin Section:**

The Administration Section in PDMA/PaRRSA helps in the proper running of the organization in all administrative aspects. It provides day to day support to all the departments/sections in the organization. Primarily, the office of administration is responsible for the management and support programs for PDMA/PaRRSA. These include the functions of budget and accounting; human resources; procurement; information technology and office support.

i. Result of Questionnaire: Five questionnaires were received from the section which revealed that all staff members were male and 50 % of them hold a bachelor’s degree, 20% Masters and 20% Intermediate. The work of 60% employees was found different from their job descriptions. 80% of the staff has not attended any training. Pointing out the needed skills 60% mark IT & Software and 40 % wanted to have procurement understanding. For professional growth 40% wants a complete set of skills (managerial, technical & interpersonal), while rest intended to seek a combination of one or two skills. 80% of the staff members requires on the job training. The highlighted skills in which the staff directly requires proficiency were HR & administration, procurement, interpersonal skills, Ms. Office, statistical tools, internet browsing and storekeeping.

ii. Result of FGDs: Four members of the section participated in FGDs. The results indicated low level of capacity relating to the issues of tasks prioritization. The staff was also found to have low level of skills in drafting letters and other correspondence.

iii. Result of KII: HRM, Procurement, logistical support to the Headquarter as well as field level offices are the main functions of administration section of PaRRSA. The KII result indicated that the section has no record of employees performance. Highlighting the need to perform well, the interviewee shared the necessity to enhance the skills of the section in HR management, drafting letters and accomplishing and meeting deadlines

iv. Analysis of TNA Result: The responses received were analyzed and are given below:

All Staff	Communication/coordination skills
	Stress management
	Conflict management
	Orientation on DRR/DRM
	Airport logistics, Fleet management
	Emergency Management
	Behavioral change communication
	Ms. Office, SAP
	Team Building
Team Leads	Presentation skills
	Orientation training on general financial rules
	HR management
	Emergency preparedness
Office assistant	Procurement Training
	HR management
	Drafting and Procedures
	Etiquette and protocol training
	Orientation training on general financial rules
	Statistical tools
	Store keeping
	Asset management
Computer Operator	Typing Speed
	Short Hand
	Internet browsing and SAP

K. Audit Section:

Auditing section helps PaRRSA to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

i. Result of Questionnaire: Two questionnaires were received by the Audit Section. Currently two staff members are working in the section. Both are male with an age ranging from 22-30. Both are young, motivated and work as team members. One staff member has received training on Audit execution and internal audit whereas the other member is interested to receive training in interpersonal skills and auditing software.

ii. Result of FGD: Two members of the section participated in FGD and shared the main responsibilities of the audit section as to conduct the financial internal audit of PaRRSA. FGD revealed the training needs of participants in usage of SAP/ERP software. It was also found out that no performance appraisal mechanism and training plan was in place. Even though the respondents felt that they have the required skills to perform effectively, yet they still felt the need to be trained in usage of updated software.

iii. Analysis of TNA results: The responses received were analyzed and are given below:

All Staff members	SAP
	ERP
	CAAT
	Audit software
	Interpersonal skills

L. Economic Growth (Project Section):

Economic Growth (Project Section) is responsible for reconstruction & rehabilitation, socio-economic integration, nurturing micro, small and medium businesses that were affected by militancy and floods.

i. Result of Questionnaire: A total of seven forms were filled. All the staff members are performing their current responsibilities according to their respective TORs. The staff members highlighted their current responsibilities to be record & reports, IT & software, office management, leadership & management, planning, M&E, and coordination. The results of questionnaires indicated that 28% need to be trained in project management, documentation & report writing while 57% felt the need of IT & software usage in their work. For computers skills, 74% showed interest to get equipped with MS Office and remaining with statistical tools.



ii. Result of FGD: Seven staff members from this section participated in the FGD and shared the main responsibilities of the section as reconstruction and rehabilitation, livelihood generation, socio-economic integration, nurture micro, small, medium business that were affected by floods and entrepreneurial skill generation. Based on FGDs it was revealed that the employees lacked the

relevant skills and technical knowledge to carry out their responsibilities. It was further pointed out during the discussion that the section did not have enough human resources to carry out its operations.

Performance appraisal mechanism is not in place to appraise the performance of the staff and to address the gaps identified. The participants shared a consensus and agreed that the employees of the section are giving their level best but still there is a gap at the organizational level to provide training opportunities and enhance their capacities for better performance.

The strengths identified were team work and determination. The weaknesses that were pointed out included limited resources and lack of knowledge and skills in project monitoring & evaluation. The training needs evolved during the discussion were of project planning and implementation, reporting and documentation for officials and statistical tools, IT& software usage for officer (assistants and computer operators).

iii. Result of KII: To enhance the capacity of the section, it was highlighted that professional grooming is required with focus on the planning, M&E and HR to efficiently mobilize the people. Results of KII disclosed that the EC section strongly needs to focus on developing the scope of work, Standard Operating Procedures (SOPs) as well as Activity Tracking Matrix such as 3W matrix to fulfill the needs of the donors.

Staff possessed average MS office skills yet the skills for internet browsing, uploading and down loading data is missing. Thus, technical trainings to harness the IT skills are required. The section is not directly involved in planning but problems emerge when reports are forwarded to the implementing partners or donors. Keeping this in view advance communication and reporting skills are required. Another loop hole identified during the discussion is lack of coordination.

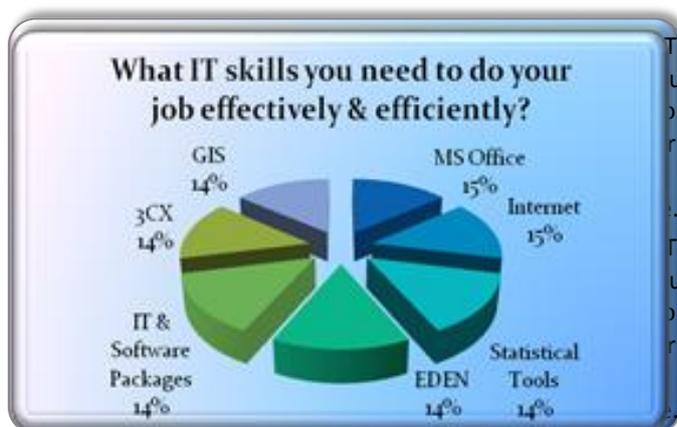
iv. Analysis of TNA Result: Training needs evolved from the discussion are as follows;

All Staff Members	Project Planning
	Project monitoring & Evaluation
	Report Writing
	MIS and data management
	Advanced Communication skills
	Research & Case Studies Reporting
	Team Building
	Ms. Office
EG Specialist	Project management
	Proposal Development
	Monitoring & evaluation tools & Techniques
	Documenting & reporting
Office Associates	Supply Chain management
	Value Chain management
	Livelihood Preparation Techniques in time of Disaster
	Computer Skill (Ms. Excel & Power point)
	MIS Training
	Statistical tools
	IT & Software packages

M. **Provisional Emergency Operation Centre (PEOC):**

PEOC is a project unit that works under PDMA and is headed by Deputy Director Relief. The questionnaire was filled by the staff members individually. The FGD was conducted with the above groups and KII was held with the Deputy Director Relief.

i. Result of Questionnaire: Questionnaires were filled by six staff members of PEOC. Majority of the staff members are newly appointed with less than a year of work experience. The results of the survey indicated that 66% staff members are performing their duties according to their job descriptions. However 16 % staff is also performing additional tasks such as software packages. 50% of the participants marked coordination and communication & IT & software as their current task. All participants preferred to acquire off job trainings with preferred areas in HR & administration, Leadership & management, report writing, emergency response and procurement. For computer skills 16% were interested to acquire all statistical tools and remaining wanted to acquire IT & Packages as GIS, EDEN. The following diagrams indicate the required trainings for the PEOC staff.



ii. Result of KII: The role of the section is to coordinate in disaster related activities across the KP in accordance with DRM Process. The section also performs hazard assessment at the preparatory stage while relief and rehabilitation activities are carried out at the response stage. The capacity building of the line departments and district administration is also carried out by the section. The section requires the knowledge and skills on DRM processes and strategies for enhanced efficiency and effectiveness.

iii. Analysis of the TNA Results: Based on the analysis following training needs were identified;

For All Staff Members	DRM
	Networking & communication
	Interpersonal skills
	HR & administration
	Emergency response
	Reporting & documentation
	HR & Administration
	EDEN
	GIS
	IT & Software packages
	Statistical tools

CHAPTER 4

TNA FINDINGS & RECOMMENDATIONS

The department and section wise recommendations are provided in this chapter. All the recommendations are based on the findings of the assessment. These recommendations will provide a platform for the future training needs of PDMA/PaRRSA.

4.1 Findings & Recommendations for PDMA Officers:

Recruitment and orientation of new staff is strongly recommended in order to fill the vacant positions. The lack of required human resources is resulting in the delay in performance of many tasks.

On job training is recommended for lower cadres including operators and assistants in order to improve their expected level of performance.

Based on various program sections' requirement and prioritized needs, training is required on DRR/DRM, formulation of PC- 1 and proposal writing.

It is also recommended that PDMA should develop annual training plans for various sections in order to develop the capacity of employees for improved performances

Overall, trainings on DRR/DRM, office management, record keeping, IT, gender mainstreaming, budgeting, and formulation of PC-1 should be given top priority. The specific trainings as per the requirements of various sections are already mentioned in the previous chapters.

4.2 Findings & Recommendations for Planning Section- PaRRSA:

TORs/job descriptions are not shared with most of the employees; thus staff members are not in clear picture of their exact roles/responsibilities while performing their routine tasks. Therefore it is strongly suggested that job descriptions must be shared with all staff members. It will not only help them to prioritise their work/tasks but will also provide directions for performing their duties efficiently and effectively. Moreover clear understanding of their routine tasks/duties will also ease their work overload.

Furthermore, there is no proper mechanism in place to conduct training needs assessment, even though the organization had many training and development opportunities in the past. In such a scenario it is very difficult to select the right and most suitable candidates for the specific trainings. As a result, selection of various employees for various trainings did not yield the required results.

Note for record needs to be in practice as it will improve the coordination of staff amongst each other.

File tracking system, record maintenance, archiving, technical aids and allied technologies should be expedited

4.3 Findings & Recommendations for Infrastructure Section:

It is highly recommended that the capacity building opportunities i.e. brainstorming sessions, customized trainings and on job learning assignments/tasks be planned for the Infrastructure Chief, Infrastructure Coordinators & Quantity Surveyors in Engineering Management, Contract

Management, Project Management, Eagle Point Software, SAP 2000, Primavera, Water CAD and MS Project. Trainings on AutoCAD and DRR/DRM should be conducted for the majority staff of this section. Training on quality assurance is recommended for the field staff i-e Infrastructure Coordinators & Sub-Engineers.

4.4 Recommendation for Housing Section:

It is highly recommended that the employees in Housing Section should be provided trainings relating to project Management, proposal writing, report writing, financial management including budgeting, policy formulation, leadership & management skills, Performance Management and Monitoring & Evaluation.

In order to ensure proper documentation of multiple activities, various formats and tools need to be developed for all the relevant line departments. This will help in providing a clear picture of the various activities at implementation levels.

Result-based Monitoring & evaluation tools need to be developed and all the concerned staff should be given orientation on the developed tools/formats.

Data manager needs to be appointed for managing and supervising the data.

Capacity of relevant staff need to be enhanced in report writing, drafting and official correspondence, filing & documentation, data management, communication and networking.

4.5 Findings & Recommendations for M& E section:

The overall capacity of Monitoring and Evaluation section is weak. Therefore the establishment of a strong and vibrant M&E system is highly recommended.

Proper M&E tools and formats need to be developed as the current M & E system is not fulfilling the agreed requirement of donors and thus quality assurance is compromised.

All staff members must be given orientation on the M & E methodologies and tools.

Like other sections within PDMA/PaRRSA, Performance Appraisal and training plans are not practiced. It is highly recommended that the capacity building opportunities in Result-based Monitoring & DRR/DRM are created for the M & E staff. Training on evaluation tools and techniques and report writing are recommended for the M & E Officers.

4.6 Findings & Recommendations for EG:

The office associates should be provided training/orientation on supply chain management, value chain management, IT and livelihood preparation techniques in time of disaster.

An effective communication mechanism is required amongst PaRRSA, Donors and other funding agencies

Enhanced skills in project management and proposal development are highly recommended for Economic Growth specialist.

4.7 Findings & Recommendations for Media section:

Training in documentary script as well as communication skills is highly recommended for the creative writer. For the Graphic Designer, trainings in Media Aesthetics, Video editing, 3D Studio Max 7 Adobe After effects is recommended. International exposure visits for the Media &

communication Specialist & Officer will help in adopting international standards of visibility and communication. MS Office training is recommended for entire media team.

4.8 Findings & Recommendations for Admin section:

The capacity of admin section is required to be enhanced in letter drafting and note taking skills/techniques.

Line management requires further improvement in order to become task oriented.
Report generating mechanism needs to be further improved.

Communication skills, orientation on DRR/DRM, stress management, conflict management, behavioural change communication and team building are the key areas where trainings should be conducted on priority basis for the staff of admin section.

4.9 Findings & Recommendations for Audit section:

Training on various software applications such as SAP, ERP, CAAT, and auditing are strongly suggested for the audit section. These trainings will abreast them with updated KSA.

4.10 Findings & Recommendations for Finance section:

Training is required on the proper usage of current financial and accounting software applications.

Training on financial matters on modern lines and its automation (FMIS) will further enhance the abilities of the finance section in light of the government Accounting Systems.

Orientation on gender responsive budgeting tools and techniques should be conducted in order to ensure gender mainstreaming as a cross cutting theme.

4.11 Findings & Recommendations for Donor Coordination Section:

The existing level of competencies/skills of Donor Coordination Section in terms of negotiation, report writing, data management and IT require further improvement.

It is recommended that training on program planning/implementation, project cycle management, MS project and financial reporting should be provided to the relevant section staff on priority basis.

CHAPTER 5

TRAINING PLAN

In this chapter the proposed training plans have been developed for relevant staff of various sections of PDMA/PaRRSA. These training plans are based on the assessment and findings of qualitative/quantitative data collection including FDGs, Key Informant Interviews, available reports, documents and direct observations. All the training plans are based on the identified specific needs of the employees.

It is worth-mentioning that these training plans should not be considered as a single solution for bridging the identified gaps between employee's current performance and the expected level of performance. It is strongly suggested to the key management staff of PDMA/PaRRSA to consider other management solutions as well, such as communicating expectations, providing supportive work environment, removing obstacles and checking job fit.

Before suggesting various trainings and capacity building programs, the employees' current job performance was checked against their TORs/job descriptions. Other aspects such as staff background, qualification, level of experience and organization culture were taken into consideration.

Thus staff members, who are new to the concept falls in basic level. However, those who already have some knowledge of the subject and possess relevant skills to perform the duty comes in medium level and for those, who require skill for their current job and is already using the same skill to some extent and yet are not performing to the expected level, comes in advance category.

The duration of the trainings vary due to the nature and contents of the trainings. However, the whole process had been completed by involving various staff members from different cadres including the section heads

Proposed training plan for the organization as per the assessment conducted is as given below

PROPOSED TRAINING PLAN FOR PDMA STAFF:

Sections	Training Topic	Duration	Target Audience	Training Level	Training Type
M&E, Rehabilitation & reconstruction, Training & Relief & operations	Report writing	4 days	Officers	Medium & Advance	Workshop
M&E, Rehabilitation & reconstruction, Training, Relief & operations, HR, Accounts & Administration	Planning skills including project implementation work plans	3 days	Officers	Medium & Advance	Workshop
PMDA officials	IT & Software Applications	3 days	Officials	Medium	Workshop
PMDA officials	Ms. Office	2 days	Officials	Medium	Workshop
M&E, Rehabilitation & reconstruction, Relief & operations, HR & Administration	DRR/DRM	2 days	Officers	Medium	Workshop
PDMA Officials	Internet browsing	2 days	Officials	Medium	Workshop
HR, Administration & PDMA officials	Office management	2 days	Officers & Officials	Medium & Advance	Workshop

HR , Administration, Relief & operation	HR & Administration	3 days	Officials	Basic/Medium	Workshop
PDMA Officials	Capacity building through orientation courses on DRR/DRM and exposure visits.	2 Days	Officials	Basic/Medium	Seminar
HR, R&R, Relief & Operations, M&E, Accounts, & PDMA officials	Orientation of rules & regulation	1 day	Officials & Officers	Medium	Seminar
	Community Based Disaster Risk Mitigations (CBDRM)	3-4 Days	Officials (Field personals)	Basic/Medium	Workshop
PDMA Officials	English Language Courses	2-3 hours daily	Officials	Basic/Medium	Seminar
Relief & Operations Officials	Data Collection Techniques	3 days	Officials	Basic/Medium	Workshop - activity based
Relief & Operations	Gender mainstreaming	3 days	Officers	Basic	Workshop /Active learning
Relief & Operations	Gender Responsive Budgeting	4 days	Officers	Basic/Medium	Workshop
Relief & Operations	Conceptual clarity on Emergency preparedness, Rehabilitation, Gender mainstreaming,	2-3 hours daily	Officer	Medium	Seminar
Training	Training Cycle	3 days	Officers	Medium/Advance	Workshop
Training	Training of Trainers (Generic & Customized)	7 days	Officers	Medium/Advance	Extensive Workshop
Training	Filing & record keeping	2 days	Officers & officials	Basic /Medium	Workshop
Training	Data Management (MIS)	2 days	Officers & Officials	Basic/medium	Workshop
Training	Reporting skills	2 days	Officers	Medium	Workshop
Training	Gender mainstreaming	2 days	Officers	Medium	Workshop
Training	Developing training modules	4 days	Officers	Medium/Advance	Extensive Workshop
Finance	Harmonized Approach to Cash Transfer(HACT)	3 days	Officers	Medium/Advance	Workshop
Finance	International Standards Of Accounting and Financial Systems (PIFRA).	3 days	Officers	Basic/Medium	Workshop
Finance	Financial reporting	3 days	Officers	Medium/Advance	Workshop
Finance	Computer skills	1 days	Officers	Medium/Advance	Workshop
Finance	Financial Budgeting	3 days	Officers	Medium	Workshop
Finance & Administration	Procurement Techniques and Handling	2 days	Officers	Medium	Workshop

Finance	Budgeting and Auditing Protocol/ secretarial Practices	3 days	Officials	Medium	Workshop
Finance & Administration	Orientation on Government sector Documentation	3 days	officials	Basic/Medium	Seminar
Finance & Administration	Orientation on public sector language	3 days	Officers & Officials	Basic/Medium	seminar
Finance & Administration	Technical writing (minutes taking, drafting of letters and summary writing).	2 days	Officials	Basic/Medium	Workshop
Finance & Administration	Warehouse management	2 days	Officials	Medium	Workshop
Finance & Administration	Inventory Management	2 days	Officials	Medium	Workshop

PROPOSED TRAINING PLAN FOR PaRRSA STAFF:

Section	Training Topic	Duration	Target Audience	Training Level	Training Type
Planning	Documentation & Reporting	3 days	Officers & Officials	Medium	Workshop
Planning	IT & Software applications	2 days	Officers & Officials	Basic/Medium	Workshop
Planning	Ms project	4 Days	Officers& Officials	Advance	Workshop
Planning	Advance MS office(excel)	2 days	Officers& Officials	Advance	Workshop
Planning	Gender sensitive planning & Budgeting	5 days	Officers	Medium	Workshop
Planning	DRR/DRM	2-3 hr	Officers & officials	Basic/Medium	Seminar
Planning	Basic monitoring and evaluation	3 days	Officers	Basic	Workshop
Planning	Statistical analysis	3-4 days	Officers	Basic/medium	Workshop
Planning	STATA	3 days	Officials	Basic	Workshop
Planning	MEAL system	4 days	Officers	Basic	Workshop
Planning	Interpersonal & communication Skills	3 days	Officers & officials	Basic/Medium	Workshop
Planning	Office management	2 days	Officers & Officials	Medium/Advance	Workshop
Planning	Quick Book	3 days	Officials (computer operators)	Medium	workshop
Planning	GIS	3 days	Officials (computer operators)	Medium	workshop
Planning	Filing & data Management Systems	3 day	Officials (computer operators)	Medium	workshop
Planning	File tracking systems	3 days	Officials (computer operators)	Medium	workshop

Planning	Survey Assessment	4 days	Officers & Officials	Medium	workshop
Planning	RBM	3 days	Officers	Basic/medium	workshop
Planning	Basic environmental assessment	3 days	Officers	Basic/medium	workshop
Planning	Technical report writing including Project management & PCM	5 days	Officers	Basic/medium	workshop
Planning	Risk Analysis	2 days	Officers	Basic/medium	workshop
Planning	Assessment Tools	3 days	Officers	Basic/medium	workshop
Planning	Leadership skills	3 days	Officers	Medium	workshop
Planning	Proposal Writing & LFA	4 days	Officers	Basic/medium	workshop
Housing	Project management & proposal development	4 days	Officers	Medium/advance	workshop
Housing	Financial management including budgeting policy formulation	5 days	Officers	Medium/Advance	Workshop
Housing	Leadership & Performance Management	4 days	Officers	Medium/Advance	Workshop
Housing	Monitoring, evaluation and analytical skills	3 Days	Officers	Medium	workshop
Housing	MS Access	3 days	Officers & Officials	Medium	workshop
Housing	Communication and grievances handling	3 days	Officers	Basic/Medium	Workshop
Housing	Research Methodology	3 days	Officers	Basic/medium	workshop
Housing	Case studies Reporting	2 days	Officers	Medium	workshop
Housing	Technical reporting	4 days	Officers	Medium/Advance	Workshop
Housing	Data Analysis	2 days	Officers & Officials	Medium/advance	workshop
Housing	Computer Skills	3 days	Officers & Officials	Medium/Advance	Workshop
Housing	Use of office equipment i.e. photocopier, fax machine and printer	2 days	Officers & Officials	Medium	Workshop
Housing	Interpersonal communication and coordination skills	3 days	Officers & Officials	Medium	workshop
Housing	Filing and documentation	2 days	Officials (off. Assistants)	Medium	Workshop
Housing	Sorting and filing of documents including Data gathering information management	3 days	Officials (off. Assistants)	Medium	Workshop
Infrastructure	Basic Computer	2 days	Officials	Medium	Workshop

Infrastructure	Technical Reporting , Leadership & Project management	4 days	Officers	Basic/Medium	Seminar
Infrastructure	Contract Development & Management	3 days	Officers	Medium	Workshop
Infrastructure	Documentation, Reporting & Case Studies Reporting	4 days	Officers	Medium	Workshop
Infrastructure	Statistical tools	4 days	Officers & Officials	Basic	workshop
Infrastructure	Engineering management	3 days	Officers	Medium	workshop
Infrastructure	Contract Management	2-3 days	Officers	Medium	workshop
Infrastructure	SAP 2000	3-4 Days	Officers	Basic/medium,	workshop
Infrastructure	Eagle Point 2005	4 Days	Officers	Basic/medium,	workshop
Infrastructure	Primvera	3-Days	Officers & officials	Basic/medium,	workshop
Infrastructure	MS. Project	5 days	Officers	Basic/Medium	Workshop
Infrastructure	Water Cad	4-5 days	Officers & Officials	Basic	Workshop
Infrastructure	Civil Engineering Software	4-5 days	Officers	Medium	Workshop
Infrastructure	Data management	4-5	Officers & Officials	Basic/Medium	Workshop
Infrastructure	IT & Software applications	4-5 days	Officers & Officials	Medium	Workshop
Infrastructure	Quality Assurance	4 days	Officers	Medium	Workshop
Infrastructure	Civil Engineering Software	4 days	Officers	Medium	Workshop
Infrastructure	Quantity surveyor	3 days	Officers & officials	Medium	Workshop
Monitoring & Evaluation	Project Planning, monitoring & Evaluation	4 days	Officers	Medium	Workshop
Monitoring & Evaluation	LFA ,Developing M& E indicators	4 days	Officers	Medium/Advance	Workshop
Monitoring & Evaluation	MS. Project	3 days	Officers	Basic	Workshop
Monitoring & Evaluation	Statistical Tools	3 days	Officials	Basic/medium	Workshop
Monitoring & Evaluation	Evaluation tools and Techniques	3 days	Officers	Basic	Workshop
Monitoring & Evaluation	Interpersonal skills	2 days	Officers	Medium	Workshop
Monitoring & Evaluation	Primvera	4 days	Officers & officials	Basic	Workshop

Monitoring & Evaluation	Project Reporting & Documentation, Case Studies Reporting	4 days	Officers	Medium	Workshop
Monitoring & Evaluation	DRR/DRM	2 Days	Officers & Officials	Basic	Seminar
Monitoring & Evaluation	IT & Software Application	3 days	Officers & Officials	Medium/Advance	Workshop
Donor Coordination	Networking & communication (Coordination)	2 days	Officers	Medium/Advance	Workshop
Donor Coordination	Gender sensitization & Awareness, Gender responsiveness	3 Days	Officers & Officials	Medium	Seminar/Training
Donor Coordination	Planning & Office management tool	3 days	Officers	Medium/Advance	Workshop
Donor Coordination	IT & Software packages	4 days	Officers & Officials	Medium/Advance	Workshop
Donor Coordination	Report skills including Financial reporting	3 days	Officers	medium	Workshop
Donor Coordination	Data management	3 days	Officers & officials	Medium/Advance	Workshop
Donor Coordination	Computerized systems- MIS & SPSS	5 days	Officials	Medium	Workshop
Donor Coordination	MS Project	5 days	Officers	Basic/Medium	Workshop
Donor Coordination	PCM Tools & Techniques	5 days	Officers	Basic/Medium	Workshop
MIS	Ms. Office, IT & Software usage	4 days	Officers & Officials	Medium	Workshop
MIS	Networking & communication	4 days	Officers & Officials	Medium/Advance	Workshop
MIS	Interpersonal skills	2 days	Officers & Officials	Medium	Workshop
MIS	Internet browsing	3 days	Officers & Officials	Advance	Workshop
MIS	DRM	2 Days	Officers & Officials	Basic	Seminar
MIS	Data base management systems	4 days	Officers & Officials	Medium/Advance	Workshop

MIS	Project Management, Managerial skills	4 days	Officers	Medium/Advance	Workshop
MIS	MIS projects	4 days	Officers & Officials	Basic	Workshop
MIS	Mis Planning & implementation	3 days	Officers	Medium/Advance	Workshop
Media	Video making & Video Editing	5 days	Officers & Officials	Basic	Workshop
Media	MS. Office including Ms. Excel (office Automation)	4 days	Officers & Officials	Basic/Medium	Workshop
Media	Interpersonal skills	3 days	Officers & Officials	Medium	Workshop
Media	Research Methodology & Tools	4 days	Officers	Basic	Workshop
Media	Reporting & Documenting Skills including Writing Press releases & Notes, Speech/Script Writing, Documentary script writing	5 days	Officers	Basic/Medium	Workshop
Media	Photographic Techniques	4 days	Officers & Officials	Basic/medium	Workshop
Media	Strategic communication	4 days	Officers	Medium	Workshop
Media	Public speaking	3 days	Officers	Basic/medium	Workshop
Media	Advance Softwares (3d studio Max, Adobe After effects)	3 days	Officials- Graphics designer	Basic	Workshop
Media	Media aesthetics	3 days	Officials (GD)	Basic/medium	Workshop
Administration	Communication/coordination skills	3 days	Officers & officials	Medium	Workshop
Administration	Conflict management ,Stress management & Team Building	3 days	Officers & officials	Medium	Workshop
Administration	DRR/DRM	2 Days	Officers & officials	Basic	Seminar
Administration	Airport logistics	2 days	Officials	Basic	Workshop
Administration	Emergency Management	2 days	Officers & officials	Medium	Workshop

Administration	Behavioural change & communication	2 days	Officers & officials	Medium	Workshop
Administration	Ms. Office	4 days	Officers & officials	Basic/Medium	Workshop
Administration	Presentation skills	3 days	Officers	Basic/Medium	Workshop
Administration	Training on general financial rules	3 days	Officers	Basic/Medium	Workshop
Administration	HR management	2 days	Officers	Medium	Workshop
Administration	Procurement	2 days	Officers & Officials	Basic/Medium	Workshop
Administration	Etiquette and protocol training	3 days	Officials	Medium	Workshop
Administration	Asset management , Store keeping	3 days	Officials	Basic/Medium	Workshop
Audit	SAP	4 days	Officers & Officials	Basic/Medium	Workshop
Audit	ERP	4 days	Officers & Officials	Basic/Medium	Workshop
Audit	CAAT	4 days	Officers & Officials	Basic/Medium	Workshop
Audit	Audit softwares	5 days	Officers & Officials	Basic/Medium	Workshop
Audit	Interpersonal skills	3 days	Officers & Officials	Basic/Medium	Workshop
Economic Growth	Project Planning, monitoring & Evaluation	4 days	Officers	Medium	Workshop
Economic Growth	Report Writing, Proposal Development & Case Studies Reporting	4 days	Officers	Basic	Workshop
Economic Growth	MIS and data management	4 days	Officers & Officials	Basic/medium	Workshop
Economic Growth	Advanced Communication skills	3 days	Officers	Medium	Workshop
Economic Growth	Project management, Team Building	4 days	Officers	Basic	Workshop

Economic Growth	Monitoring & evaluation tools & Techniques	4 days	Officers	Basic/medium	Workshop
Economic Growth	Supply & Value Chain management	3 days	Officers	Medium	Workshop
Economic Growth	Livelihood Preparation Techniques in time of Disaster	3 days	Officers	Basic	Workshop
Economic Growth	Computer Skill (Ms. Excel, Ms. Office & Power point)	4 days	Officers & Officials	Medium	Workshop
Economic Growth	MIS Training	4 days	Officials	Basic/Medium	Workshop
Economic Growth	Statistical tools	4 days	Officials	Basic	Workshop
Economic Growth	IT & Software packages	4 days	Officials	Basic	Workshop
PEOC	DRM	2-3 hr	Officers & Officials	Medium	Seminar
PEOC	Networking & communication	4 days	Officers	Basic/Medium	Workshop
PEOC	Interpersonal skills	3 days	Officers	Basic	Workshop
PEOC	HR & administration	4 days	Officers	Medium	Workshop
PEOC	Emergency response	3 days	Officers	Basic	Workshop
PEOC	Reporting & documentation	3-4 days	Officers	Medium	Workshop
PEOC	EDEN & GIS	4-5 days	Officials	Basic/medium	Workshop
PEOC	IT & Software packages	4 days	Officials	Basic	Workshop
PEOC	Statistical tools	4 days	Officials	Basic	Workshop