

Establishment of Natura 2000 network in Montenegro

Training Needs Analysis Report

November 2016



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1. Executive Summary

The present Training Needs Analysis (TNA) Report is produced as output of activity *A1.1. Training on Natura 2000 obligations*, carried out under the project Establishment of Natura 2000 network in Montenegro.

The TNA was conducted in order to identify 6 training themes on which training should be provided in the area of Nature Directives, the necessary steps for Natura 2000 preparation and their order predetermined by the requirements of the Nature Directives and procedures set up at the EU level, to the following target institutions identified in Inception phase:

Group 1: State administration – MoSDT (beneficiary), EPA (beneficiary), MoARD, other relevant ministries, National Parks Administration, etc;

Group 2: Local authorities – Municipalities;

Group 3: NGO sector and scientific organisations: Environmental NGOs (e.g. CZIPP, etc.), University of MN, Natural History Museum (nevertheless that it is under the Ministry of culture), and other institutes

Group 4: Relevant business sector: tourism (incl. alternative tourism), forestry, fishery/fish-farming and recreational fishing, hunting, livestock farming, agriculture, beekeeping, etc.

The process of TNA had started by interviews with official representatives followed by organizational assessment questionnaire (Annex 1) which was issued to be filled in by members of the two target groups, with special focus on the fields of knowledge (themes) necessary to better perform their tasks related to Natura 2000. Target institutions and target groups are presented and detailed in Chapter 4.

Having analyzed the results of the TNA we have identified 6 most relevant topics to be delivered in the implementation of the training program. This information along with the number of sessions for each target group as well as first draft curricula is presented under Chapter 3.

Chapter 7 presents the next steps that need to be taken, after the TNA, in order to implement the training program recommended under chapter 6.

Annexes:

Annex 1 Questionnaire

2. Introduction

The overall objective of the project is establishment of Natura 2000 network.

The purpose of this contract is to carry out all necessary activities to start with laying foundations, including extensive field mapping and data gathering, of future Natura2000 network in Montenegro, in full agreement with the requirements of the EU Birds and Habitats Directives.

Laying the foundations of future Natura2000 network in Montenegro is an overarching outcome, consisting of the following three (3) mutually interconnected results:

- Theoretical prerequisites for setting the Natura2000 network fulfilled;
- Birds Directive obligations met (reference list and national SPA selection criteria agreed, SPA proposals prepared); - Habitats Directive preparatory field work carried out (habitat mapping and species data gathering in selected areas carried out, data verified and stored, pSCI proposals compiled, roadmap for follow-up work produced).

The 1st component of the project “Establishing grounds for Natura 2000 preparation” has as objective to provide the bases for implementation of all activities in respect to Natura 2000 network establishment and future framework for effective management of particular Natura 2000 sites and the network as a whole.

The purpose of Activity 1.1 *Training on Natura 2000 obligations* is to reach a common understanding of the obligations of the Nature Directives, the necessary steps for Natura 2000 preparation and their order predetermined by the requirements of the Nature Directives and procedures set up at the EU level. Common understanding about rational and substance of directives obligations is crucial for actual implementation. We have to emphasise that European Commission is actively monitoring through infringement process and European Court of Law that all EU member states are fulfilling same standards. There are no exceptions.

This is why a strong emphasise is given to that topics at the very beginning of the process.

3. Objectives of the TNA

The capacity building related to Natura 2000 is focused on identifying the training needs in the target groups, establishing the gaps, addressing expectations and concerns, and enhancing competencies. As the first step, a TNA was carried out to identify the competency gaps that staff in target groups institutions encounter in the Natura 2000 related obligations and activities.

The main objectives of this TNA activity have been:

- to carry out an organisational assessment related to the training needs of the Montenegrin public administration bodies concerned with Natura 2000 obligations;
- to identify the relevant target groups in Montenegro that directly or indirectly contribute to the implementation of Natura 2000 obligations in Montenegro;
- to establish the needs for competency development for the selected target groups;
- to identify the training priorities and to come with recommendations on the training approaches and key themes to be addressed for enhancing the professional capacities of the staff concerned with Natura 2000 obligations in Montenegro.

Qualitative investigation was performed using information collection techniques such as document analysis, interviews, questionnaires, etc.

4. Target Institutions and Groups

When talking about the most appropriate institutions and personnel in Montenegro, who should be exposed to information about Natura 2000, this should be reflected from the current level of involvement of such institutions but also on the planned level of such involvement in Natura 2000 related tasks. National Biodiversity Strategy with the Action Plan for 2015 - 2020 already established tasks and responsibilities to several institutions in relation to development and implementation of biodiversity protection that is closely linked with establishment of Natura 2000 Network:

Group 1: State administration

- Ministry of Sustainable Development and Tourism (At least Directorate for Spatial Planning, Directorate for Tourism Destination Management and Directorate for the Environment) Targeted staff: At least 3 employees and 2-3 Managers
- Environmental Protection Agency
Targeted staff: At least 10 employees and 2 Managers
- Ministry of Agriculture and Rural Development (at least Directorate for Forestry, Hunting and Wood Industry)
Targeted staff: At least 5 employees and 1-2 Managers
- Public Enterprise for National Park Management
Targeted staff: At least 5 employees and 1-2 Managers
- The Ministry of Transport and Maritime Affairs
Targeted staff: At least 1 employee and 1 Manager
- Ministry of Finance
Targeted staff: At least 1 employee and 1 Manager
- Ministry of Economy
Targeted staff: At least 1 employee and 1 Manager

➤ Public Enterprise for Coastal Zone Management

Targeted staff: At least 1 employee and 1 Manager

Group 2: Local Authorities

- Municipalities which are the most active in the field of Nature Protection and are in the area of preselected KBAs (Nikšić, Kolasin, Mojkovac, Plav, Gusinje, Andrijevica, Podgorica, Rožaje, Pluzine, Pljevlja, Ulcinj)

Targeted staff: At least 10 employees

Group 3: NGO Sector and Scientific Organisations

- Natural History Museum

Targeted staff: At least 5 employees and 1-2 Managers

- University of Montenegro

Targeted staff: At least 4 employees

- University Donja Gorica

Targeted staff: At least 4 employees

- Center for Protection and Research of Birds (CZIP)

- Montenegrin Ecologists Society (CDE) Targeted staff:

- Green Home At least 15 employees

- Association of young ecologist of Nikšić (DMEN) from different NGOs ➤
Association Montenegro

Bio - speleological

Group 4: Relevant Business Sector

- Chamber of Commerce ➤ Forest and sand extraction concessioners
- Big number of organizations or agencies dealing with rafting on Tara river
- Association of beekeepers (e.g in Podgorica and other regional branches)
- Montenegro Phototracking – hiking organization and 1-2 Managers ➤
Montenegro and local hunting associations
- Montenegro Eco Adventures – tourism agency offering eco excursions (including hiking, biking, birdwatching, exploring Unspoiled Areas, sailing, kayaking, etc.)
- At least 2 fly fishing associations – especially in the area of Plav and Dolina Lima where fly fishing is already well developed

Targeted staff:

At least 7 employees

Hunting Association of

Analyzing above-mentioned PA institutions, their organizational structures and duties, we have established 4 target groups:

1. Managers - State Secretaries, Assistant Ministers, Directors, Deputy directors, representing the abovementioned institutions, considering that they are amongst the main decision makers in their field, the ones creating strategies, policies in their field of work.
2. Employees (whose missions are related or affected by Natura 2000 development and implementation) within each of the institutions named above, as they are the ones having to implement the policies and programmes agreed at Ministry level.
3. Local managers - Municipalities are the local “arms” of the Government and should be fully aware and have a proper understanding of the actions taken at central level, in order to be able to best implement their activities.
4. Local employees – Employees working in municipalities in environmental protection connected directorates should be aware and informed about project activities but also about future outcomes and their responsibility after project is finished.
5. Local landowners – They will be directly impacted by Natura 2000 sites establishment and it is important for them to know how it will affect their everyday life. This group will also include local church authorities.

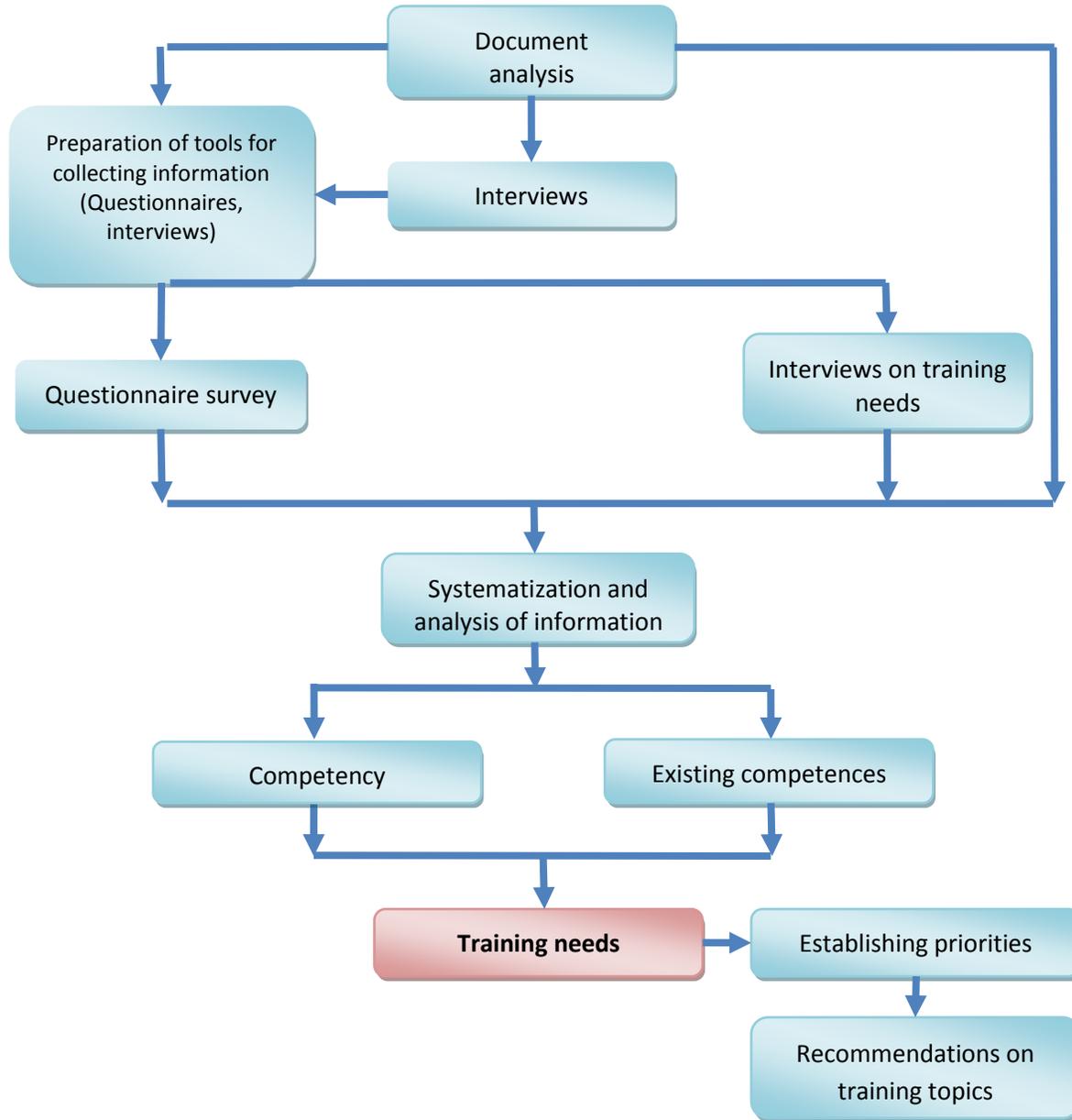
5. TNA method

The process of training needs analysis consists of three main phases:

1. Preparation of tools for collecting information
2. Collecting information
3. Processing and analysing information and establishing training needs

The process of training needs analysis is presented in Figure 1.

Fig. 1: The process of training needs analysis



Using the above-mentioned methods, organizational analysis was performed in order to reach a consolidated conclusion about the needs for development of those involved in designing, establishment and promoting Natura 2000 network

Organisational analysis

Organisational analysis has three aims:

- to outline the goals, tasks, accountabilities and responsibilities of each relevant organisation in establishment of Natura 2000 network;
- to assess the planning, methods and topics of training provided in each organisation in relation to Natura 2000, respectively the ways used for updating the job related knowledge;
- to analyse the content of organisation's website in relation to Natura 2000.

Based on the organisational analysis, generic Natura 2000 related competency requirements can be established. Also deductions can be made on present level of competencies taking into account the competencies that have already been developed through training or other methods for developing competencies.

For the purpose of organisational analysis the following information collection techniques and tools were used:

1. Document analysis (e.g. legislation, strategy, project documents, reports from relevant projects, information bulletins and other organisational documents) for strategic goals, organisational structure, processes and activities etc.;
2. Organisational Analysis Questionnaire addressed to managers and employees;
3. Interviews with managers and other key staff having an overview of the tasks and activities connected to Natura 2000 within selected organisations.

5.1. Document analysis

This technique is the first step for preparing questions for interviews, respectively developing the questionnaires for organizational and training needs analysis. The documents taken into account were:

1. Environmental approximation strategy with Action plan 2016-2020, Final draft
2. Extract from Environmental approximation strategy related to Nature protection
3. Final Draft of New Act on Nature protection
4. "Monitoring transposition and implementation of the EU environmental acquis", Montenegro Table of Concordance, Year 19 (2016) DIRECTIVE 2009/147/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 30 November 2009 on the conservation of wild birds(codified version) as amended by Directive 2013/17/EU
5. "Development of the Adventure Tourism Strategy" Final Report to the UNDP Montenegro
6. "Shaping a Sustainable Future for South-Eastern Europe", a Strategic Plan for IUCN in SEE

Additionally recent developments were taken into account, e. g. adoption of the Act on Nature Protection and the recently issued progress report of the European Commission dated 10.11.2016 – SWD (2016) 210 final.

Moreover, some specific topics were considered such as Forest management programme adopted in February 2015. In April 2016, Montenegro designated its first regional park: the 'Piva' regional park in the municipality of Pluzine. This will increase the percentage of Montenegrin territory that is protected. The Government also took some initial steps to protect the Ulcinj Salina nature and bird reserve site. Resolute efforts are needed to protect this site by preserving its ecosystem, implementing sustainable management of the site compatible with the nature protection requirements and ensuring legal protection. Investments in hydropower need to ensure that

EIA, water legislation and nature protection obligations are respected, especially for national protected areas and areas of high natural value that could potentially become protected Natura 2000 sites.

5.2. Questionnaire

The questionnaire served the purpose of collecting information for training needs.

The questionnaire was addressed to employees and the top managers of the organisation, as they have an overall view on the processes and tasks, respectively on the human resources of the organisation and their competency needs:

- Managers - State Secretaries, Assistant Ministers, Directors, Deputy directors, representing targeted institutions, considering that they are amongst the main decision makers in their field, the ones creating strategies, policies in their field of work.
- Employees (whose missions are related or affected by Natura 2000 development and implementation) within each of the institutions named above, as they are the ones having to implement the policies and programmes agreed at Ministry level.

The TNA questionnaire was launched specifically for (target groups 1 and 3) as they are the most important for establishment of Natura 2000 network in Montenegro. 13 responses were received out of which 9 responses were received from Group 1: State administration and 5 responses from Group 3: NGO Sector and Scientific Organisations.

The questionnaire used is presented in Annex 1.

5.3. Interviews

Interviews were performed during Inception phase with managers and employees from different Stakeholder institutions in order to clarify the Natura 2000 network related processes, tasks and accountabilities, respectively to get more in-depth information on the competency needs it generates for the staff.

Interviewed institutions were:

- Ministry of Sustainable Development and Tourism
- Environmental Protection Agency
- Ministry of Agriculture and Rural Development
- Public Enterprise for National Park Management
- Natural History Museum
- Center for Protection and Research of Birds
- Green Home
- Association of young ecologist of Nikšić
- Bio - speleological Association Montenegro
- Montenegrin Ecologists Society

6. Results of the TNA

STATE ADMINISTRATION		
Results of the TNA		
<p>The 10 responses we have received from this target group have helped us to identify the top 4 most required topics that should be addressed during the training program.</p> <ul style="list-style-type: none"> • <i>Natura 2000 legal obligation training</i> • <i>High level management and decision-making level training in Natura 2000</i> • <i>IBA/SPA selection criteria</i> • <i>Data management and GIS</i> 		
In class training session	1 day	<p><u>1. Natura 2000 legal obligation training</u></p> <ul style="list-style-type: none"> • Clear understanding of legal obligations and consequences • Organisational preconditions and requirements fulfillment in order to meet the obligations arising from Natura 2000 directives • Examples of lessons learned from other countries, especially from the region <p><u>2. High level management and decision-making level training in Natura 2000</u></p> <ul style="list-style-type: none"> • Directions to the MoSDT as main decision maker in the process of accession negotiations, transposition of the directives, designation of Natura 2000 and implementation of the directives (Natura 2000 and species protection). • Position of the MoSDT in process of Natura 2000 designation and further implementation on the national level and towards the European Commission • Introduction to relevance of certain criteria presented in Annex 3 of Habitat directive for selecting sites eligible for identification as pSCI <p><u>3. IBA/SPA selection criteria</u></p> <ul style="list-style-type: none"> • Practical implementation of the Bird Directive • Need for establishment of the SPA-s as part of the Natura 2000 network □ The role of the BirdLife IBA programme <p><u>4. Data management and GIS</u></p> <p>□ Data structure, content and management and GIS related to Natura 2000 network</p>
NGO SECTOR AND SCIENTIFIC ORGANISATIONS		

Results of the TNA

The 5 responses we have received from this target group have helped us to identify the top 3 most required topics that should be addressed during the training program.

The most popular training themes based on the preferences at overall level are:

- *Focus on Birds Directive*
- *Data management and GIS*
- *IBA/SPA selection criteria*

In class training session	1 day	<p><u>1. Focus on Birds Directive</u></p> <ul style="list-style-type: none"> • Bird Directive (BD) history and background, The function and goals of the BD • The legal provisions of the Directive and bird conservation measures • The content of the BD annexes • Practical implementation – national bird species reference list, national SPA selection criteria's, site inventories and delineation and species and site's conservation needs and management <p><u>2. Data management and GIS</u></p> <ul style="list-style-type: none"> • General design (architecture and requirements) of data gathering platform based on GIS <p><u>3. IBA/SPA selection criteria</u></p> <ul style="list-style-type: none"> • Process of SPA criteria selection • Special technical training on birds species • Technical training on applying of the SPA criteria in practice
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7. Training sessions Agenda

Based on results of TNA 5 main topics arise:

- *Natura 2000 legal obligation training*
- *High level management and decision-making level training in Natura 2000*
- *IBA/SPA selection criteria*
- *Data management and GIS*
- *Focus on Birds Directive*

It was decided to focus on 3 topics from this list on the first session and 2 topics on the second session.

Beside this on the first session we will add another two topics that were not in focus of questionnaires' but are in line with future obligations of Montenegro in process of Natura 2000 network establishment and implementation

- Habitats Directive perspective (Appropriate assessments procedure implementation, Compensatory measures and public interest, Protection of species, Monitoring plan and reporting obligation)
- Natura 2000 in Nature Conservation Law in Montenegro

For the second session, two predefined topics from the list will be elaborated. In addition, the free space will be left to define other topics based on expert's experience and impressions from the first session and based on results of the questionnaires that will be disseminated on the first session.

In addition to this we will organize a separate training session focused to 5th target group - local land owners, after the end of 1st field season during which we will get in contact with them. We are planning a one-day session adjusted to this target group focused on presenting the impact of Natura 2000 network to their everyday life with a positive approach.

The following agenda for the first and second session is proposed:

TRAINING SESSION 1
Natura 2000 in Montenegro – EU obligations, stages, main activities
Podgorica, 6th December 2016

AGENDA			
9:00–9:10	Registration of participants, opening of the training session, introduction of participants, aims of the workshop		
9:10-10:40	Natura 2000 obligations	Mr. Peter Skoberne	Natura 2000 obligation expert
10:40-11:00	Coffee break		
11:00–11:45	Focus on Bird Directive	Mr. Mati Kose	KE2, SPA preparation expert
11:45–12:30	Habitats Directive perspective	Mr. Djordjije Milanovic	Plant expert (Habitats Directive)
12:30–13:00	Natura 2000 in Nature Conservation Law in Montenegro	Ms. Milena Batakovic	Environmental Protection Agency
13:00–13:45	Lunch break		

13:45–14:30	High level management and decision-making level training in Natura 2000	Mr. Ahlroth Petri	Habitat Directive Expert, SYKE
15:30–16:00	General discussion and conclusions	Mr. Peter Skoberne	Natura 2000 obligation expert

Preparatory documents:

Document 1: Draft of written outline of the main obligations, activities and stages related to Natura 2000 network establishment in compliance with the EU requirements under both biodiversity Directives (Habitats Directive 92/43/EEC and Birds Directive 2009/147/EC)

TRAINING SESSION 2

Natura 2000 in Montenegro – problem analyses, objectives, main steps and logical framework

Podgorica, 15th December 2016

AGENDA			
9:00 – 9:10	Registration of participants, opening of the training session, introduction of participants		
9:10-10:40	IBA/SPA selection criteria	Mr. Mati Kose	KE2, SPA preparation expert
10:40–11:00	Coffee break		
11:00–11:45	pSCI selection criteria	Mr. Ahlroth Petri	Habitat Directive Expert, SYKE
11:45–12:30	TBD	TBD	TBD
12:30–13:00	TBD	TBD	TBD

13:00–13:45	Lunch break		
13:45–14:30	TBD	TBD	TBD
15:30–16:00	General discussion and conclusions	Mr. Peter Skoberne	Natura 2000 obligation expert

Preparatory documents:

- *Document 1: Draft English – Montenegrin dictionary of specific terminology in use in Nature Directives*

8. Next steps to deliver training sessions

Performing the Training Needs Analysis is only a first step towards infusing knowledge into the system.

The TNA confirmed the assumption that all stakeholders need to get the same general information about what is to be achieved through the project and what are expected obligations. From that common vision and understanding, we can return to the beginning and design training framework.

First training session (under 1.1) will be for all stakeholder groups. The first workshop is to give outline of both directives with emphasise on Natura 2000 (obligations, specific aspects of both directives, MNE Nature Conservation Law). The second training is already aimed towards MNE approach, introduction to training seminars under other activities, mainly to prepare for coherent data gathering in line with the needs for Natura 2000 designation of sites and later implementation.

As there was during TNA expressed a strong need for 'High level management and decision-making level training in Natura 2000' but limited to a very narrow target group, some principles will be explained in the introductory work shop, whereas more in-depth training could be organised through as a special discussion meeting with this target group (decision makers, high officials).

Fine-tuning of the training session programmes will be according to the discussion and feedback of the participants, of course in line with the project requirements from the Inception Report.

Foreseen are the following steps:

Step	Description	Outcome
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STEP 1 Define draft curriculums	<p>After having established the main topics to be delivered to the different target groups, considerable thought needs to be given to what exactly will be the sub-topics included in the training curricula.</p> <p>The draft training curricula is meant to give the trainers a guideline regarding what specifics of their knowledge and experience is required for each target group.</p>	<ul style="list-style-type: none"> • 1 draft curricula for the Workshop 1 “Natura 2000 in Montenegro – EU obligations, stages, main activities” • 1 draft curricula for the Workshop 2 “Natura 2000 in Montenegro – problem analyses, objectives, main steps and logical framework”
STEP 2 Finalize curriculums	Once trainers are selected, their first task would be to fine tune, finalize the curriculums detailing further the content of the course and presenting a training plan/ scenario for each session	<input type="checkbox"/> Finalized curriculums and training plan/scenario for each session
STEP 3 Produce training	Once the curriculums are in their final form, the trainers can start developing their materials to be used during delivery.	<input type="checkbox"/> Training Packs for each session
Step	Description	Outcome
material	For each session the trainers will have to produce a Training Pack containing: agenda of the session, PPT presentations, exercises, case studies, additional reading material or reference to such material	
STEP 4 Logistical arrangements	<p>In parallel with Steps1, 2 and 3, logistical arrangements can be made: agree on set dates for each training session, establish exact locations for each session, draft training invitation letters, send out the letters, perform follow up for participation confirmations, etc.</p> <p>An updated, overall training schedule detailing what training will be delivered, when, where and by whom.</p>	<ul style="list-style-type: none"> • Invitation letters drafted and sent • List of confirmations • Location and other arrangements secured • Overall training schedule
STEP 5 Deliver training	Once training materials are ready and logistical arrangements made, the trainings sessions may start to be delivered according to the training plan/scenario and schedule previously agreed upon	<input type="checkbox"/> Training sessions delivered
STEP 6 Evaluation of training	<p>At the end of each training session, the participants will be requested to fill in a simple evaluation form to assess the usefulness of the information received, the quality of the training, and to indicate additional training needs.</p> <p>All these will be summed up in a brief Training Evaluation Report</p>	<input type="checkbox"/> Training Evaluation report

9. Annex I

Please complete the following questionnaire with specific regard to the above enquiry, by placing a CROSS (X) in the appropriate box

Type of Natura 2000 training needs for your organisation/staff	strongly agree	agree	uncertain/ not applicable	disagree	strongly disagree
1. Natura 2000 legal obligation training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. High level management and decision-making level training in Natura 2000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. With focus on Birds Directive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. With focus on Habitats Directive – habitats and non-bird species	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Special technical training on habitats and plant species	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Special technical training on animals (under Habitats Directive)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Special technical training on birds species	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. IBA/SPA selection criteria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. pSCI preparation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Data management and GIS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Economic and business development issues related to Natura 2000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please write any further comments overleaf including number of employees who need training and your organisation's details! Thank you for your help.

Comments: