



Republika e Kosovës

Republika Kosova-Republic of Kosovo

Qeveria-Vlada-Government

Responsible Institution: Ministry of Public Administration

Name of Strategy document:

THE STRATEGY FOR TRAINING OF CIVIL SERVANTS 2016-2020

Prishtina, 2015

Basic Information for the Strategy	
1.	<p>Description of proposed Strategy:</p> <p>Strategy for training of civil servants aims in creating a critical mass of civil servants, of trained professionals with adequate knowledge and skills that would bring Kosovo closer to the EU member states and its integration into these structures.</p> <p>The proposed strategy aims to improve the existing framework for civil servants set by previous training strategy (2011-2013).</p>
2.	<p>What governmental priority this Strategy will treat?</p> <p>The Strategy will take into Account the increase of capacities of civil servants according to articles 33, 35, Paragraph 3 and Article 58 of the Law on Civil Service No. 03/L-149.</p>
3.	<p>The reason why the proposed Strategy is necessary:</p> <p>The main reason why it is needed to have a strategy for training of civil servants in Kosovo is the aim of the Government and of institutions to create a modern, professional and competent administration at central and local level that will provide quality public services to citizens and legal entities.</p>
4.	<p>Years of the Strategy implementation:</p> <p>The Strategy for Training of Civil Servants will be implemented during the time period 2016 – 2020 (within 5 years).</p>
5.	<p>Relation with the APEP, if there is such:</p> <p>The Action Plan of Stability Association Agreement (APSAA), 2015, Paragraph 91. Stability Association Agreement between Kosovo and EU (SAA) signed on November 2015.</p>
6.	<p>The relation with other sectorial strategies:</p> <p>The Strategy of Public Administration Reform (2010-2013), Action Plan for Kosovo Public Administration Reform (2009-2012), The Strategy for Electronic Governance (2009-2015) and The Plan for Strategic Development of MPA (2009-2013), The Strategy for Modernisation of Public Administration (2015-2020) and the Draft Plan of</p>

	Action for the Modernisation of Public Administration (2015-2017).
7.	<p>Is there any similar previous strategy that dealt with this issue?</p> <p>The Training Strategy 2011-2013.</p>
8.	<p>Interested Parties, including other Ministries:</p> <p>Preliminary phase of this document is prepared through online interviews with selected sample of civil servants in the central and local level and face to face interviews with officials of HRM, civil servants in managerial positions.</p> <p>After drafting the initial plan it was established an inter-ministerial group that will finalize this strategy. This strategy will also go through preliminary and public consultations to take inputs from institutions that employ civil servants and from citizens.</p>
9.	<p>Expected involvement of Donors, either in drafting the strategy or in financing the strategy:</p> <p>Ongoing consultations were held with the UNDP experts for drafting this document. Local and international experts of UNDP have supported this work and are consulted with the proposing body, i.e. MPA / DACS.</p> <p>For the implementation of this strategy is required funding from other donors as well.</p>
10.	<p>We recommend that the proposed Strategy should be approved by the Government:</p> <p>Because of the importance the strategy has and due to its comprehensive methodology and since it is an important document, it should be approved by the Government of the Republic of Kosovo, by a decision up to the end of 2015, for five (5) years, from 2016 to 2020.</p>
11.	<p>The month when the strategy will be delivered to the PMO to be reviewed in the Government meeting or for a review before the approval by the Ministry:</p> <p>The Draft Strategy will be delivered to PMO for a review in December 2015.</p>

Content

(The form of strategic documents, according to the article 9 of the Administrative Instruction of Kosovo Government No. 02/2012)

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1. TIME PERIOD FOR THE PROPOSED STRATEGY

The Strategy for Training of Civil Servants is drafted for the time period 2016- 2020.

1. 1.1 REQUIREMENTS DESCRIBED IN THE ARTICLE 9 OF THE AI NO. 02/2012

2. EXECUTIVE SUMMARY

The proposed strategy aims to improve the existing framework for civil servants set by previous training strategy 2011-2013. Previous training strategy expired in 2013. Today, the Republic of Kosovo faces significant changes relating to the functioning of the rule of law, democracy and EU integration.

Kosovo has just signed the SAA with the EU in November 2015. All these activities require adequate capacities of civil servants. Continued growth of these capacities will be a priority of the new Strategy for Training of Civil Service, in the period from 2016 to 2020. The creation of a mass of trained professionals with adequate knowledge and skills will lead Kosovo towards effective democracy and integration into the EU.

Five main strategic objectives of the Strategy for Training of Civil Servants:

- ✓ Objective 1): Raising the level of professionalism in the civil service,
- ✓ Objective 2): Raising the level of general and specific knowledge needed for the integration of Kosovo in European Union,
- ✓ Objective 3): Increasing the level of administrative services that meet the citizens' needs,
- ✓ Objective 4): Increasing the level of use of modern information technology in the daily work of civil servants and
- ✓ Objective 5): Centralization of financial resources for the implementation of the Strategy.

Recommended actions for achieving strategic goals:

- Trainings based on country needs and personal needs of career civil servants,

- Obligatory trainings and state exams for career civil servants,
- Obligatory trainings and licensing of civil servants who issue administrative acts,
- General and professional training for civil servants who are dealing with general and specific issues of EU,
- Specialized trainings for civil servants at the local level,
- Training of trainers, decision makers and senior civil servants,
- Training in the field communication and information technology and
- Strengthening of trainings provided by resources of local funds and international donor contributions.

2.2 INTRODUCTION

The main objective of this strategy is the creation of a professional and modern civil service and internationally comparable. Professional work of civil servants in Kosovo will be built on the values of ethics, accountability and transparency, in order to provide administrative services effectively to all citizens without any discrimination.

Continuous and efficient training of civil servants in Kosovo is linked with the processes of the Public Administration Reform (PAR), in accordance with the objectives of the Strategy for Modernisation of Public Administration from 2015 to 2020 and in particular with the management of human resources.

- This strategy is linked with the following documents::
 - a) Specific dispositions in adopted laws:
 - Law no. 03/L-149 for Civil Service (LCS) and
 - Law no. 03/L-147 on Salaries of Civil Servants (LSCS)
 - b) EU documents for Kosovo:
 - EU Commission, Annual Progress reports for Kosovo 2010-2015 and
 - Principles and reports of SIGMA for the public administration (OECD/EU).
 - Documents of Government of Republic of Kosovo:
 - Strategy for Modernisation of Public Administration 2015-2020,

- Action Plan for the implementation of the Strategy for Modernisation of Public Administration 2015-2017,
- Stability Association Agreement (SAA) signed between Kosovo and EU in November 2015,
- Action Plan for European Partnership (APEP) and
- Midterm Expenditure Framework (MEF) 2016-2018.

The main aim of this strategy is the training of civil servants in Kosovo in order to become a modern, professional and competent civil service at the local and central administration that provides administrative public services. The strategy aims to improve the existing training framework for civil servants defined by the former training strategy.

The strategy will provide new training objectives, priorities and institutional responsibilities to be implemented. The main objective of the government is to have a public administration built on European principles as a key factor for the provision of services to citizens and in their surroundings. The Kosovo government believes deeply that public administration should be at the service of citizens and based on values rather than interests.

The priority of the Government is the adoption of the Strategy for Training of Civil Servants for the period 2016-2020. The strategy will take into account capacity building for civil servants under Articles 33, 35, paragraph 3 and Article 58 of CSL, under which participation in training programs for civil servants is their right and their obligation.

The strategy was prepared by the Ministry of Public Administration, according to the Law no. 03 / L-149 on the Civil Service. The department of MPA responsible for operational and logistical support in the preparation of the strategy is the Administration Department of Civil Service. The LCS defines the Kosovo Institute of Public Administration as the administrative institution responsible for implementing the policies and strategies of training, education and strengthening the capacities of the civil service in collaboration with other budgetary organizations that employ civil servants.

2.3 METHODOLOGY

In other words, the sample size of 334 interviews allows greater statistical precision of the study than any particular subject, and therefore a larger size sample would only increase a little more the accuracy of the study but still it would not produce different findings. Lists of interviews on the Internet and the list of respondents of face to face interviews done for institutions, is attached to table no. 1 and 2 of this document.

Table 1: List of internet interviews

No.	Institution	No. Civ. servants	The size of targeted sample
1	Judicial Council Secretariat	1531	242
2	Kosovo Police Service	1145	182
3	Ministry of Internal Affairs	1056	167
4	Ministry of Finances	998	159
5	Ministry of Labour & SW	905	144
6	Ministry of Health	647	102
7	Min. of Education, Science and Technology	578	91
8	Prime Minsters Office	519	83
9	Ministry of Justice	471	76
10	Prishtina University	400	64
11	Ministry of Culture, Youth and Sport	395	64
12	Kosovo Prosecution Council	384	61
13	Ministry of Agriculture, Forestry and Rural Development	290	45
14	Ministry of Environment and Spatial Planning	258	42
15	Ministry of Public Administration	257	42
16	Ministry of Infrastructure	242	38
17	Kosovo Property Agency	233	38
18	Ministry of Kosovo Security Forces	221	34
19	Ministry of Foreign Affairs	219	34
20	Ministry of Trade and Industry	187	30
21	Kosovo Assembly Secretariat	172	27
22	Kosovo General Audit	148	23
23	Ministry of Economic Development	122	19

24	Ministry of Administration of Local Governance	112	19
25	Ministry for Communities and Return	76	11
26	Custom Service	74	11
27	Ministry for European Integration	72	11
28	Secretariat of Central Election Commission	70	11
29	The Independent Commission for Mines and Minerals	66	11
30	The Ombudsperson	47	8
31	Presidency	43	8
32	Constitutional Court	42	8
33	Ministry of Diaspora	40	8
34	Anticorruption Agency	40	8
35	Independent Media Commission	31	0
36	RAEPC (RAT)	29	0
37	Civil Aviation Agency	28	0
38	Public Procurement Regulatory Commission	26	0
39	Kosovo Judicial Institution	25	0
40	Agency for Free Legal Aid	21	0
41	Independent Oversight Board	18	0
42	Financial Intelligence Unit	17	0
43	Railway Regulatory Authority	17	0
44	Water and Waste Regulatory Office Zyra	17	0
45	Public Procurement Review Body	16	0
46	Academy of Sciences and Arts	16	0
47	National Agency for Personal Data Protection	14	0
48	Kosovar Competition Authority	12	0
49	Election Panel for Complaints and Appeals	10	0
50	Kosovo Council for Cultural Heritage	7	0
51	Energy Regulatory Office		0
	Total for central government	12364	1924
	Municipalities	5957	928
	TOTAL	18321	2848

Table 2: List of respondents interviewed face to face:

No.	Institutions of Central Government
1	Prime Minister Office/ the Head of Human Resource Division
2	Kosovo Institute for Public Administration / Representative
3	Ministry of Public Administration / representative of DACS
4	Ministry of Administration of of Local Givernance / the Head of Human Resource Division
5	Ministry of European Integration / the Head of Human Resource Division
6	Ministry of Education, Science and Technology/ the Head of Human Resource Division
7	Ministry of Justice/ the Head of Human Resource Division
8	Ministry of Finances/ the Head of Human Resource Division

9	Ministry of Internal Affairs / the Head of Human Resource Division
10	Ministry of Foreign Affairs / the Head of Human Resource Division (<i>invited but didn't respond</i>)
11	Ministry of Labour and Social Welfare / the Head of Human Resource Division
11	Ministry of Health / the Head of Human Resource Division
13	Ministry of Trade and Industry / the Head of Human Resource Division
14	Ministry of Economic Development / the Head of Human Resource Division
No.	Local Government
1	Gjilan Municipality / Administration Director
2	Ferizaj Municipality / Administration Director
3	Kamenica Municipality / Administration Director
4	Klllokot Municipality / Administration Director
5	Kaçanik Municipality / Administration Director
6	Elez Han Municipality / Administration Director

2.4. GENERAL BACKGROUND INFORMATION

The Civil Service Act determines rules for the management and organization of General Civil Service that is non-political and unprejudiced. The rules in the Civil Service are: working conditions, rights and obligations of staff, personal conduct, career advancement, professional development, coordination, supervision and drafting training policy, education and capacity building in Kosovo Civil Service.

KIPA is responsible for implementation of training policies and strategies, education and capacity development of the Civil Service. Despite the presence of law and other policy documents and the strategy for the Training of Civil Service 2011-2013, the training of civil servants was not in full compliance with previous analysis prepared especially for this strategic document. International donor organizations have also provided various forms of capacity development in the period 2011-2013, including training on a range of topics.

These events are rarely officially registered by the departments of human resources in the civil service. There were no cases that KIPA as the institute responsible for the implementation of training policies, has received reports from the beneficiary ministries or donors on trainings provided. Based on qualitative analysis carried out mainly

through face to face interviews, and quantitative analysis carried out mainly through the online questionnaire, the following data provides a summary of the findings. Through 15 main questions measuring professional competencies of civil servants are identified 9 mandatory training areas and 6 training areas identified as optional or as recommended.

The table below shows the mandatory and optional training areas:

Table 3: Results of quantitative survey

Needs for mandatory training and state exam	Needs for recommended or optional training
P9. International Agreements	P6. Personal competencies (division of tasks)
P10. State Administration Bodies (the state Administrative Right)	P7. Social Competence (division of tasks in unusual circumstances)
P13. Control of public finances	P8. Basic knowledge of Kosovo legislation branch (Assembly)
P14. Anticorruption and integrity planning	P11. The supervisory authorities of Kosovo Civil Service
P15. Evaluation of Regulation Impact (ERI)	P12. Participants of civil service
P16. Process of drafting formal acts	P18. Division of EU legislation acts
P17. Guiding principles of formal acts	
P19. Difference between legislation acts of EU	
P20. Preliminary procedures of decisions of the European Court of Justice	

(P9-20 - evaluated answers of questions from the questionnaire on internet)

Data collected from the survey shows that the distribution of professional competence level is on the average, and there were no identifiable units or distinctive groups, who might have special training needs. This applies only to the level of professional competencies. Special training is needed for different groups of civil servants, based on the nature of their functions, type of education, job requirements etc. In the qualitative part of the study is used the methodology of detailed interviews. Target groups for this

type of interviews were directors of human resource divisions within ministries and directors of administration in Kosovo municipalities.

The target groups for these interviews have been further influenced through the selection techniques which were done at random, respectively first were identified the levels and then the positions within these levels. The selection was made based on the number of civil servants employed in each institution. At the ministry level, the representation was higher due to the factor of importance. About 63% of ministries were involved in the research. At the municipal level, the percentage was about 16% of the municipalities covered. The total number of municipalities was divided into three categories, based on the number of civil servants employed in each municipality. From each category (large, medium and small) two municipalities were selected to be included.

The findings from the interviews were supported through different documents. Interviews were conducted from 11 - 25 August 2014. Preliminary quantitative and qualitative analysis showed that most of the staff of the civil service (according to a representative sample) in various departments at central and local levels, do not possess sufficient knowledge on the existing legal system in Kosovo and do not have knowledge on the European legislation (acquis) within the scope of their policies. This negative effect is complemented by high movement of staff in line ministries.

Civil servants, who want to improve such knowledge and experience should be kept in their positions, regardless of political changes, because it takes years to reach the desired level of qualification for specialized tasks of the civil service. The review regarding how much the Training Strategy of Civil Servants in Kosovo 2011-2013 is applied has a great importance. It was difficult to identify the factors that have enabled or hindered its implementation. The review of key strategic documents (the recent strategy, relevant laws, other sectoral strategies, policies, reports, KIPA statistics on the number of trainings and the number of participants, etc.) provide information on the general policy for the management of human resources, professional development and capacities of the institutions connecting these aspects.

Qualitative assessment of organized and implemented trainings for civil servants in the period 2011-2013 shows that there was no systematic evidence of trainings attended by

civil servants, who work at ministerial level, there is no single database in any of the minister where such records would be kept. Most of the ministries have no evidence, while some other ministries keep records about the training through summarized training reports, but these results are insufficient. In some ministries employees report on the trainings attended, while in others there is no reporting at all. It was also noted that there is no standard practice of cooperation between KIPA and ministries. While some ministries have mentioned some form of cooperation, others have not mentioned any cooperation at all. Usually, the trainings were not compulsory and had no influence on the performance of civil servants. Participants in KIPA trainings usually received only a certificate of attendance. At the municipal level, there is no evidence at all of the trainings attended in the previous year. The situation is more or less the same in all municipalities interviewed. Directors of municipal administrations were not able to provide any evidence on the number of trainings attended in the previous years, not even an approximate number. It was noted that in the newly established municipalities as part of the decentralization process there are some donor organizations, however, there is no evidence if there will be any further trainings.

Needs assessments for the trainings conducted by the ministries have not been sent to KIPA, thus they have not been harmonized with KIPA. Most of the ministries carry out their assessments in order to provide training opportunities for their own staff, either through donor support or through their own resources. In the ministries, there are no selection criteria to define which staff members should participate in trainings. This process is not at the desired level, as there are still problems with the definition of clear job descriptions for all civil servants. Without a clear and applicable job description for all civil servants, we cannot have an effective training system. There is no system of promotion based on merit. Training attendance is not linked to the job promotion or salary increase. Mobility based on the skills acquired is almost non-existent. At the municipal level training needs assessments are not conducted at all. Usually, civil servants at the municipal level are invited to participate in the trainings, either by the level of ministries or by different donors. In most cases, the invitations to participate in trainings, which come from KIPA or donors are addressed to specific positions in municipalities. The concern is that there is no movement of staff. The same people hold

the same position for several years. Therefore, the level of motivation for career development is not at the desired level. In some cases, it was stated that the trainings are attractive only if held abroad, as participants also have the opportunity to visit a foreign country. Usually high-level officials, directors, attend only the best trainings. Even the scholarships are structured in such a way only to meet the requirements of high-level officials. Although very ambitious officials participate in trainings for their professional development, they are not given the opportunity for promotion. Many respondents believe that with the entry into force of the Regulation for Systematization and Classification of job positions, a better system will be created for promotion based on merit.

See table number 4.

Table 4: Results of the qualitative survey

First finding	There is no systematic evidence of trainings attended by civil servants who work at the level of ministries. There is no database in any of the ministries where these records could be stored.
Second finding	The process of setting priorities for training needs is the most difficult process for the ministries, as well as for KIPA. There are many and different needs and requests for trainings.
Third finding	At the municipal level no training needs assessments are being conducted.
Fourth finding	Most respondents reported on a low level of trainings provided by KIPA. They raised the issue of the lack of interaction, practical examples, as well as low-skilled trainers.

2.5 OBJECTIVES

The Government's priority shall be the adoption of the new training strategy for civil servants for the period 2016-2020. The new strategy will take into consideration the capacity building of civil servants as per Articles 33, 35, paragraph 3, as well as, Article 58 of LCS, according to which participation in training programs is the right and the obligation of civil servants. In the new strategy there will be five main strategic objectives as follows:

Objective 1): Increasing the level of professionalism in the civil service. The main aim of this objective is to increase the knowledge, skills and current competencies of civil servants, and enable them to take over effectively and efficiently the increasingly complex tasks.

Objective 2): Increasing the level of general and specific knowledge needed for Kosovo's membership in the European Union. The future EU membership is one of the fundamental political objectives for Kosovo. Kosovo signed in November 2015 the Stabilisation and Association Agreement with the EU. The task of preparing for EU membership largely depends on civil servants. Understanding the issues pertaining to the EU is an important objective for civil servants.

Objective 3): Increasing the quality of administrative services that meet the needs of citizens. Kosovo's citizens are customers who are provided administrative services, similar to those in the private sector. Facilitating access to service provision is the main objective of the trainings for civil service. The basic goal is that civil servants understand and meet the legitimate requests of citizens. Application of the new Law on Administrative Procedure (which in November 2015 was in the final stage of the legislation adoption in the Assembly, but it has not been approved yet) would be crucial for this objective.

Objective 4): Increasing the level of using modern technology in the daily work of civil servants. Civil servants have to be trained in using new technology in their daily work, including electronic communication. Trainings should improve the closely related concepts in organizational and communication processes, e-governance and e-administration.

Objective 5) Centralization of financial sources for the implementation of the strategy. In order to implement the Training Strategy for Civil Servants, KIPA should be provided with necessary financial means from other institutions, through the centralization of the budget. This objective shall be implemented in two phases. In the first phase the identification and analysis of budgetary sources foreseen for training, which are

distributed throughout other institutions should be conducted, and in the second stage the centralization of budgetary means, based on the concept paper prepared by the MPA should be implemented, which will cover the needs training of civil servants, as part of the new proposed policy.

2.6 THE ALTERNATIVES TAKEN INTO CONSIDERATION

The proposed team has examined the potential alternatives for the document. The main objectives in this document have been proposed in accordance with the comparative study of similar documents in other countries in the Western Balkans, Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. All above-mentioned countries of the Western Balkans have officially adopted similar objectives, as they were proposed for Kosovo, dealing with the training of civil servants. In some cases, these objectives are defined in the strategy documents setting basic principles for the general reform of the public administration. In other cases, the objectives of the training of civil servants are included in mission reports of training institutions. Development objectives are evident in Albania and particular attention is given in Croatia and Montenegro. Training dealing with the EU are given particular attention in Serbia, Bosnia and Herzegovina and Croatia. This type of training is given a high priority also in the former Yugoslav Republic of Macedonia and Montenegro. Therefore, the new proposed strategy for Kosovo is based on comparative objectives of the region. The main alternative objectives for Kosovo instead of those proposed, might be:

1. Efficiency and effectiveness of training activities,
2. Elaborated quality control of training activities, and
3. More systematic analysis of training needs.

These three alternatives, objectives may be important as those proposed. Efficiency and effectiveness in the planning and coordination of training activities should enable to avoid duplication and overlapping of formal trainings. Maximum benefit and sustainable economic development of the civil servants should be ensured by using financial resources that are available for training.

Elaborated quality control of training activities should also be ensured through the involvement of the best professionals in developing training programs. It is necessary to prepare relevant modules and engage trainers who have knowledge of specific fields and have appropriate training skills. Continuous monitoring of the process, including training needs assessment, development of training programs should enable the maximum quality of trainings. More systematic analysis of training needs would also ensure a systematic review of existing training programs in order to improve systematically and continuously the plan and introduce new programs to meet the needs of civil servants.

These above-mentioned alternatives are very important. But in view of our proposal, these are not the main aims of this strategy.

The main aims are within the five proposed objectives

The five proposed objectives are in line with the main strategic developments in the region of Western Balkans. There are some specific issues related to Kosovo as the five proposed objectives, which will provide a sufficient financial framework for the implementation of this strategy.

Kosovo is not an isolated country, therefore strategic documents for training of civil servants should contain comparative priorities with similar priorities in neighboring countries and the EU requirements. In order to work in accordance with the process of joining the European Union, capacity building of civil servants for Kosovo is essential, according to other state strategic documents. Alternative objectives should be included as sub-objectives and/or measures in the Action Plan, which will be prepared after the adoption of the proposed strategy by the Government of Kosovo. Training of various levels of civil servants, which will be included in the Action Plan as a priority, it is also an alternative sub-objective of the Government of Kosovo for the training of civil servants. For EU membership it would be important to introduce focused trainings for professional civil servants who deal with specific issues of the EU. On the other hand, in the Action Plan it could be considered also the introduction of specialized trainings for local government.

These alternatives are in line with the key proposed objectives and should be included in the Action Plan, which will be prepared based on this strategy.

According to points 2.8.6 of the Administrative Instruction no. 02/2012, for strategic documents which require the preparation of an Action Plan as a separate document, this part of the strategy should be specified in detail when drafting the Plan of Action. The Action Plan covers a three year period of implementation period with the possibility of an annual review which should be prepared within a period of three months after the adoption of the Strategy by the Government of Kosovo.

2.7 RECOMMENDED FLOW OF ACTION

The proposed flow of action, which is considered as the most effective way to achieve the objectives, taking into account budgetary constraints and implementation issues, is as follows:

The Action Plan for this strategy should be in a separate document in accordance with AI 02/2012.

The Government of Kosovo, based on this strategy, shall develop an Action Plan with important activities and a financial proposal, which should specify in detail in the following actions.

- **INCREASING FURTHER THE LEVEL OF PROFESSIONALISM IN THE CIVIL SERVICE:**
 - o Introduction trainings for recently employed civil servants, and
 - o Capacity building and development of civil servants through professional trainings and trainings on career promotion.

- **FURTHER INCREASE OF THE CAPACITIES IN INSTITUTIONS FOR THE IMPLEMENTATION OF THE OBLIGATIONS ARISING FROM THE SAA AND THE FRAMEWORK FOR MEMBERSHIP, ACCESSION IN EU**

Building human capacities in relevant institutions in order to align national legislation with the EU acquis, with an aim of meeting the SAA requirements.

- IMPROVING THE LEVEL OF ADMINISTRATIVE SERVICES THAT MEET THE NEEDS OF CITIZENS

- Capacity building of civil servants for the implementation of administrative procedures.

- INCREASING THE LEVEL OF USE OF MODERN INFORMATION TECHNOLOGY IN CARRYING OUT THE DAILY TASKS OF CIVIL SERVANTS

- Trainings in the field of IT through basic programs
- Trainings in the field of IT through advanced programs
- Centralization of financial sources for the implementation of the Strategy
- Budget centralization policy for the training of civil servants

DEVELOPMENT OF THE TRAINING NEEDS ASSESSMENT AT CENTRAL AND LOCAL LEVELS

Such an assessment would support the commitment of financial sources from the EU (EP instrument of accession, IPA) and other international donors (PE, UNDP, GIZ, etc.) for the training of civil servants.

In order to implement this strategy, the reviewed framework should regulate that part of budget allocations of budgetary organizations for training (the current practice of budgeting for training) could be allocated in the second phase and transferred to KIPA as the institution responsible for training of civil servants. KIPA should have at the disposal sufficient financial capacities and HRM to provide trainings in all areas of responsibility defined by this strategy.

Training programs for civil servants according to the new strategy will be based on a systematic review of existing training programs in order to improve the structure of the new programs to meet the needs of civil servants. The quality of the training activities will be ensured through the inclusion of human resources officials of institutions in management positions and representatives of donors, NGOs who have already ensure capacity building in human resource development in Kosovo. Such activities will help develop a new strategy for the new training programs and prepare relevant topics and

involvement of trainers who have knowledge on specific areas and appropriate training skills.

According to the new strategy, continuous monitoring of the process, including the assessment of training needs, designing training programs, implementation and evaluation of their impact, will enable maximum quality of trainings.

The strategy will also cover the planning and coordination of training activities which will enable to avoid duplication and overlapping of training programs. This will ensure maximum benefit of civil servants in using public financial sources and donor sources available for training.

Each of the above mentioned phases will require extensive cooperation and agreement with the main beneficiary - the Department of Civil Service Administration/MPA before finalizing each phase of the process.

Another issue to be considered during the process will be the discussions with other donor organizations, which also provide various forms of capacity building, including training, on a number of topics, some of which are of specialized nature. Training of civil service is an important component of human resource management of the Government of Kosovo. Therefore, funding should be directed more towards the central budget and other public sources. Individual civil servants who attend training programs are not required to bear the cost of participation. The source of financing the implementation of the training strategy is the budget of the Republic of Kosovo and potential donors. Therefore, funds of budgetary organizations which are transferred directly to the KIPA budget code should be the main source of funding for the training of civil servants.

2.8 FUTURE STEPS FOR THE IMPLEMENTATION OF THE STRATEGY

An Action Plan will be drafted as a separate document for the period of three years. In terms of future training requests in the Action Plan mentioned above, the Government of Kosovo will collect training needs projections in specific policy areas and will develop a comprehensive training program for civil servants.

MPA will undertake actions to ensure that the strategic objectives and the main measures for the implementation of the strategic objectives are regulated with the Action Plan. Monitoring of the main activities included in the Action Plan and reporting on the results achieved will be carried out through MPA annual reports to the Government. Reports should include the necessary improvements and changes recommended.

Annual evaluation of the application of the Strategy and the Action Plan

Evaluation of the implementation of the Strategy and Action Plan will be done through the identified mechanism and explained in the Action Plan. The main institutions that are directly responsible to monitor the implementation of the Action Plan are MPA/DCSA and KIPA. To ensure coordination in achieving the objectives, the Government of Kosovo should appoint one coordinator for each objective.

Coordinators have to prepare an annual evaluation of the application of this strategic document and report to the minister responsible for public administration. The deadline for preparation of the annual report is 31 March of each year. Training costs for the implementation of strategic objectives and the Action Plan 2016 -2018 will be balanced in the annual report for the previous year.

Based on these reports from all coordinators, DCSA/MPA will propose to the Minister of the Ministry of Public Administration a new annual plan of work for the implementation of the Strategy and the Action Plan. The Minister shall report on annual basis to the Government, to the Commission for the Modernization of Public Administration and to the Council of Ministers for Public Administration Reform. The government may decide that budgetary institutions with training budget, which have specific training needs for their civil servants to centralize their existing budgets by transferring them to the KIPA budget account.

2.9 ANNEXES

For the preparation of this strategy a specific conceptual document has been developed. It includes detailed data on:

- Detailed research methodology,
- Detailed preliminary analysis,
- Evaluation of the previous strategy,
- Detailed research of respective documentation on the subject (studies, legal texts, policy documents),
- Evaluation of the existing data and documents for the training of civil servants conducted by KIPA, other administrative bodies and international donors in the period of 2011-2013,
- Research questionnaires, which are attached in Annex 1 and Annex 2 of this document,
- Description of consultations,
- Description of the financial impact evaluation,
- Description of the proposed draft decision of the Government of Kosovo,
- The survey technique is accompanied with data collection and statistical evaluation of the data collected. To verify the findings a combination of quantitative and qualitative analysis has been used. The triangle of quantitative and qualitative research methods has increased the validity and reliability of the results presented in this document in the empirical analysis part.

The document is available in the Ministry of Public Administration (MPA) and the Department of Civil Service Administration (DCSA).