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INSTITUT KOSOVA ZA JAVNU ADMINISTRACIJU
KOSOVO INSTITUTE FOR PUBLIC ADMINISTRATION

KOSOVO INSTITUTE FOR PUBLIC ADMINISTRATION



TRAINING CATALOGUE 2026

FOREWORD BY THE DIRECTOR GENERAL



The Kosovo Institute for Public Administration (KIPA), as the central institution for the professional training and development of civil servants, a mission established by law, remains committed to strengthening both institutional and individual capacities through structured, relevant training programs based on international standards and best practices.

The Training Catalogue 2026 presents a document that reflects our vision, priorities and commitment to building the capacities of civil servants and a professional, modern, results-oriented public administration. This catalogue has been prepared in response to the assessment of ongoing training and development needs in the area public governance, the Public Administration Reform process, and the European Integration process.

The programs included in this catalogue aim not only to enhance professional knowledge and skills but also to cultivate values of ethics, accountability, and citizen-centered service. This catalogue serves as a guide for

the professional development of the civil service in 2026 and as an important tool for implementing public administration reform policies.

2026 marks an important phase for our institution, as it begins the implementation of digitalized training processes. We aim to modernize our approach to learning and professional development by integrating digital technology as a key tool to improve quality, efficiency and access to training. Through the Moodle digital platform, hybrid models, and interactive content, KIPA seeks to offer flexible and comprehensive learning opportunities for all civil servants, adapting to the new dynamics of work and institutional development.

I encourage all institutions and civil servants to take advantage of this training offer as a strategic investment in enhancing professional capacities and improving institutional performance.

In conclusion, I express my gratitude to all institutional partners and collaborators for their continuous support and engagement, as well as to civil servants for their dedication to building a functional, efficient public administration in service of the citizens of the Republic of Kosovo.

Respectfully,

Hysen MUZLIUKAI,

General Director

Kosovo Institute of Public Administration

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DRAFTING AND IMPLEMENTATION OF RELEVANT LEGISLATION IN PUBLIC ADMINISTRATION



TRAINING CONTENT

- **Law on General Administrative Procedure;**
- **Law on Organization and Functioning of State Administration and Independent Agencies, and other sub-legal acts;**
- **Drafting of laws and sub-legal acts;**
- **Law on Public Financial Management and Accountability, and other sub-legal acts;**
- **Legislation on Fundamental Human Rights and Freedoms;**
- **Law on Inspections and sub-legal acts;**
- **Using the Legislation Drafting System – LDS;**
- **Ex-Post evaluation of legislation.**

I. DRAFTING AND IMPLEMENTATION OF RELEVANT LEGISLATION IN PUBLIC ADMINISTRATION

I.1. Law on General Administrative Procedure (LGAP)

Target Group:

Legal and similar officials in all public administration institutions.

Purpose of Training:

Developing knowledge about the administrative activity of concrete law enforcement, including the procedure and concrete forms of expression of the will of the public administration in the concrete regulation of the rights and legitimate interests of citizens and businesses, as well as training in law enforcement and reform processes.

Training Objectives:

- Understand the principles of administrative activity
- Knowledge of the main forms of administrative activity
- Knowledge of the rules for shaping the will of public administration
- Gain knowledge of the administrative act, real act and administrative contract
- Gain knowledge of the legal remedies available against the actions of public administration

Duration:

Three (3) days/ 18 hours

I.2. Law on Organization and Functioning of State Administration and Independent Agencies, and other sub-legal acts

Target Group:

Civil servants in state administration institutions and other state institutions in the Republic of Kosovo.

Purpose of Training:

Developing knowledge about the legal framework governing the establishment, organization, functioning, accountability and performance of state administration institutions and independent agencies in the Republic of Kosovo. Building skills for the interpretation and implementation of legal provisions, ensuring the effective, coordinated and compliant functioning of these institutions.

Training Objectives:

- Providing an adequate overview of the legal framework for the organization and functioning of public / state administration
- Understand the principles of public / state administration
- Implementing the Law on the Organization and Functioning of State Administration and Independent Agencies

Duration:

Two (2) days / 12 hours



I.3. Drafting of laws and sub-legal acts

Target Group:

Civil servants at managerial and professional levels who are directly involved in drafting legislation (Directors of Legal Departments of ministries, Heads of Divisions of Legal Departments, Officials of Legal Departments, Head of the working group for draft legal acts, as well as members of working groups).

Purpose of Training:

Informing civil servants, who are engaged in drafting of legislation, of the procedures for drafting legislation such as: legislative planning, proposal of draft laws and sub-legal acts, drafting of legal acts, drafting of tables and declaration of compliance of legal acts with the EU acquis, the respective opinions of the relevant ministries, the consultation process of draft legal acts until their approval by the Government.

Training Objectives:

- Understand the concept of drafting legal acts, preparation of the program of draft laws and plans of sub-legal acts as well as the process of drafting legal acts
- Understand the process of proposing draft laws in the program of draft laws and proposing draft sub-legal acts in plans of sub-legal acts
- Knowledge of the process of drafting legal acts
- Knowledge of the process of drafting tables and the declaration of compliance of legal acts with the EU acquis as well as the respective opinions of the relevant ministries
- Development of skills for planning and drafting legal acts in the Government of the Republic of Kosovo

Duration:

Two (2) days / 12 hours

I.4. Law on Public Financial Management and Accountability, and other sub-legal acts

Target Group:

Senior administrative officers, heads and financial officers, heads of the Internal Audit Office and other relevant officials in Ministries, Municipalities, and other budgetary organizations in Kosovo.

Purpose of Training:

Gaining in-depth knowledge of public finances in Kosovo, based on the Law on Public Finance Management, the Law on Budget, as well as other sub-legal acts, regulations and instructions of the relevant Ministry of Finance. Gain knowledge of the basic principles of public finance, financial reporting standards, budget development techniques, timelines and responsible authorities, as well as the role and responsibilities of responsible officials in financial management and reporting processes.

Training Objectives:

- Understand the principles of public finance in general and financial reporting standards
- Breaking down budgeting including development techniques, time frames and responsible authorities
- Role of responsible officials
- Financial reporting obligations and other obligations of responsible officials in ministries, municipalities and other budget organizations
- Providing an environment for relevant officials of budget organizations to work in teams to exercise budget-based performance
- Developing skills to strengthen the budget process by linking supporting plans to available resources
- Increasing awareness of the links between long-term planning and budget formulation

Duration:

Two (2) days / 12 hours

I.5. Legislation on fundamental human rights and freedoms

Target Group:

Civil servants of the central and local level.

Purpose of training:

Developing knowledge about the practices of respecting fundamental human rights and freedoms, creating a clear picture for the further development of mechanisms for the protection of human rights, such as identifying factors that influence the slow implementation of legal provisions that protect human rights, with special emphasis on the rights of minority communities in Kosovo.

Training Objectives:

- Understand the historical development of human rights
- Elaboration of the first human rights acts
- Division and categorization of human rights
- Knowledge of the legal basis for the protection of the rights of different communities in Kosovo.

Duration:

Two (2) days / 12 hours



I.6. Law on Inspections and sub-legal acts

Target Group:

Inspektorët e inspektorateve qendrore dhe lokale; udhëheqësit e njësive inspektuese dhe të departamenteve; zyrtarët ligjor të përfshirë në procedurat e inspektimit dhe në trajtimin e ankesave.

Training Purpose:

Building the professional capacities of officials for the implementation of the Law on Inspections, relevant sub-legal acts and their interaction with the Law on General Administrative Procedure (LGAP) and other sectoral legislation. Theoretical and practical knowledge of the inspection process, risk-based approach, duties and responsibilities of inspection bodies, as well as how to develop legal documentation during inspection procedures.

Training Objectives:

- Purpose, scope and basic principles of the Law on Inspections, including exemptions and categorization of inspection bodies
- Identification and understanding of the role, duties and responsibilities of the Office of the Inspector General (OIG)

- Differentiate between types of inspections and apply a risk-based approach to their planning and execution
- Implement the inspection procedure by following the procedural steps: approval, notification, minutes and checklists
- Learn about the rights and obligations of inspectors and inspected entities, as well as the complaint procedure
- Interpret and implement relevant sub-legal acts, including regulations on mandatory training and testing, composition of collegial bodies and content of inspection minutes
- Analyze and explain the interaction between the Law on Inspections, LGAP and other specific laws
- Develop practical skills in developing legal documentation, including minutes, risk assessment and drafting annual inspection plans
- Practical application of the risk-based methodology and updating checklists according to legal requirements

Duration:

Two (2) days / 12 hours

I.7. Using the Legislation Drafting System - LDS

Target Group:

Civil servants at managerial and professional levels who are directly involved in drafting legislation

(Directors of Legal Departments, Heads of Divisions and Legal Officers, Leaders and Members of Working Groups for Draft Legal Acts).

Training Purpose:

Developing the knowledge of officials involved in drafting legislation, using the Legislation Drafting System (LDS), legislative planning, drafting legal acts, drafting tables and declarations of compliance of legal acts with the EU *acquis*, respective opinions of the relevant ministries, consultation process of draft legal acts and the process of consolidating the Government's opinions on legislative initiatives of the Assembly.

Training Objectives:

- Knowledge of the concept of LDS, the legislative program (draft laws and draft sub-legal acts) and the process of drafting legal acts in LDS
- Knowledge of the process of proposing draft laws and draft sub-legal acts in the relevant plans
- Knowledge of the process of drafting legal acts in LDS
- Knowledge of the process of drafting tables and declarations of compliance of legal acts with the EU *acquis* as well as the respective opinions of the relevant ministries in LDS
- Develop skills for using LDS as a digital platform that facilitates the process of planning and drafting legal acts in the Government of the Republic of Kosovo.

Duration:

Two (2) days / 12 hours

I.8. Ex-Post Evaluation of Legislation

Target Group:

Legal officers and other officials at the managerial and professional level in state administration institutions and other state institutions in the Republic of Kosovo dealing with legislative issues; Directors of Legal Departments; leaders and members of working groups for Ex-Post evaluation.

Training Purpose:

Enhancing the knowledge and skills of officials, especially those dealing with legislation issues, on the principles, concept and process of Ex-Post Evaluation of Legislation (planning, drafting and implementation), its components, as well as the methodology for conducting such evaluation, including findings, recommendations and report preparation.

Training Objectives:

- Learn about the purpose, role and benefits of Ex-Post evaluation and the process of drafting legislation
- Learn about the institutional structure, roles and responsibilities of relevant officials in drafting Ex-Post evaluation

- Understand the selection of appropriate legislation for ex-post evaluation (criteria and priorities)
- Gain knowledge about the concept of developing the results chain and its use
- Learning about the application of relevant methods and the appropriate approach for conducting Ex-Post evaluation
- Learn about the quality control process (review by the proposing body and by the legal office in the Office of the Prime Minister (OPM) as well as review and recommendation for approval by the Council of Directors of Legal Departments)
- Learn how to draft the Ex-Post Evaluation Report with the findings and reasoned recommendations as well as the procedure for approving the Report in the Government, its publication and official announcement of the Assembly of Kosovo

Duration:

Two (2) days / 12 hours

EU INTEGRATION PROCESS AND EU FUNDS



TRAINING CONTENT

- **Harmonization of local legislation with EU legislation;**
- **Project management cycle from the perspective of IPA funds;**
- **Monitoring and evaluation of EU financial assistance;**
- **European Union - legislation, institutions and decision-making in the EU;**
- **Implementation of public policies to fulfill SAA obligations;**
- **EU enlargement process and accession negotiations;**
- **Mainstreaming the Gender Perspective in the Kosovo European Union Accession Process;**
- **EU Growth and Reform Facility.**

II. EU INTEGRATION PROCESS AND EU FUNDS

II.1. Harmonization of national legislation with EU legislation

Target Group:

Senior managers of central institutions (Prime Minister's Office, Ministries, Independent Agencies), public policy experts with documented experience in drafting laws, members of the European Integration Commission and officials of European integration units within ministries.

Training Purpose:

Provide an in-depth theoretical and practical framework for the substantive and procedural harmonization of national legislation with the EU *acquis*, including the transposition, implementation, monitoring and impact assessment phase, as well as preparation for accession negotiations.

Training Objectives:

- Analyse the sectoral and cross-sectoral structure of the *acquis* and identify EU legal sources (Directives, Regulations,

Decisions, jurisprudence of the EU Court of Justice)

- Develop the sectoral harmonization plan using such modules as *gap analysis* and *check list* of the European Commission
- Implement the methodology of accurate transposition taking into account the principle of *approximation of legislation* and *gold-plating*
- Negotiation process Chapter management (*screening, benchmarking, opening and closing criteria*)
- Evaluate the impact of harmonized legislation
- Use monitoring and reporting mechanisms before the Kosovo Assembly Commissions and EU Mechanisms (e.g. within the Annual Commission Reports, or SAA committees and sub-committees)

Duration:

Three (3) days / 18 hours

II.2. Project Cycle Management from the Perspective of IPA Funds

Target Group:

Officials of the Prime Minister's Office and the Ministry of Finance - responsible for the coordination of EU funds; officials of the Departments for European Integration and Policy Coordination in line ministries and equivalent officials in other institutions; other officials of central and local level institutions - departments working with EU funds.

Training purpose:

Provide a clear understanding of the project, its cycle and the Project Cycle Management methodology, introducing the basic tools and techniques used in each phase of the cycle.

Training Objectives:

- Understand the definition and main characteristics of the project
- Learn the project cycle and its phases
- Describe the basic project management processes and competencies
- Identify and learn about the supporting tools and techniques of Project Cycle Management.

Duration:

Four (4) days/24 hours



II.3. Monitoring and Evaluation of EU Financial Assistance

Target Group:

Civil servants in central institutions who monitor and evaluate EU financial assistance.

Training Purpose:

Strengthen the capacities of civil servants to understand and implement effective monitoring and evaluation procedures for EU financial assistance, in order to ensure transparency, accountability and efficient use of funds.

Training Objectives:

- Understand the structure and sources of EU financial assistance to Kosovo
- Understand the main processes of monitoring funds and financial assistance
- Learn about the techniques and tools for assessing the efficiency and impact of financial assistance
- Develop skills for reporting and documenting monitoring and evaluation results
- Implement best practices for transparent and effective management of EU funds.

Duration:

Two (2) days / 12 hours



II.4. European Union - Legislation, Institutions and Decision-Making in the EU

Target Group:

Civil servants involved in the European integration process, legislative approximation, European funds and policy development in areas where there is *acquis*, in ministries, agencies and independent institutions.

Training Purpose:

Develop knowledge about the history, the foundations of the organization and functioning of the EU; the institutional structure and the main decision-making processes within the EU; European legislation, as well as the role of the main EU institutions (European Commission, European Parliament, Council of the EU and European Court of Justice).

Training Objectives:

- Learn about the history of the creation and development of the EU, including the main events and treaties that have served as the basis for its formation and enlargement
- Understand the organizational structure of the EU and the functioning of its main institutions, including the roles, competences and interactions between them
- Learn about the legislative process in the EU
- Learn about the organization and functioning of the EU institutions

Duration:

Two (2) days / 12 hours



II.5. Implementation of Public Policies to Fulfill SAA Obligations

Target Group:

Civil servants of central level institutions responsible for drafting and approximating legislation and officials responsible for coordinating EU policies and legislation at national level.

Training Purpose:

Develop practical knowledge for the implementation of the Stabilization and Association Agreement (SAA) between Kosovo and the EU; build capacities for the requirements, obligations and responsibilities arising from the SAA and effective ways to address them within the framework of the National Plan for the Implementation of the Stabilization and Association Agreement (NPISAA); as well as train for the effective management and coordination of political, economic, legislative and institutional reforms, contributing to the advancement of Kosovo's European integration processes.

Training Objectives:

- Detailed knowledge and understanding of the content and importance of the SAA
- Achieve ability to interpret and implement the requirements and obligations of the SAA at the institutional and political level
- Learn about the role and functioning of the National Implementation Plan for the SAA (NIPSAA) as a key instrument for the fulfillment of the necessary reforms
- Learn about the institutional structures and monitoring mechanisms supporting the effective implementation of the SAA
- Learn about the SAA on the European integration process and socio-economic development of Kosovo.

Duration:

Two (2) days / 12 hours

II.6. EU Enlargement Process and Accession Negotiations

Target Group:

Civil servants directly engaged in the European integration process.

Training Purpose:

Develop knowledge and skills about the complex negotiation process and their strategic importance for accession to the European Union, including the negotiation methodology, their structure and techniques for successful management of the negotiation process. Train in planning, coordinating and implementing the requirements of the process, prepare to effectively address the challenges and opportunities expressed during the EU accession talks; as well as develop practical and analytical competencies to contribute to the drafting and implementation of negotiating positions, ensuring an integrated and professional approach to this key process of European integration.

Training Purpose:

- Learn and understand the EU accession negotiation process, including its history, phases and strategic importance
- Train in the use of the new negotiation methodology (2020) and the cluster system as a key instrument for managing the process

- Learn about the “bilateral screening” process and the harmonization of national legislation with the EU acquis
- Understand the negotiation structure and train in drafting and managing negotiating positions at different levels
- Develop advanced negotiation skills, including communication techniques, argumentation and conflict management during negotiations
- Learn about the importance of planning and reporting progress in negotiations through benchmarks and ways of using them to monitor progress
- Prepare for effectively addressing the specific requirements and challenges of the different negotiation chapters, ensuring the achievement of sustainable and effective agreements
- Build and strengthen institutional capacities and personal skills to contribute effectively to the European integration process and meet EU requirements

Duration:

Two (2) days / 12 hours

II.7. Mainstreaming Gender Perspective in the Kosovo European Union Accession Process

Target Group:

Civil servants working in the field of European integration and/or gender equality, especially those responsible for IPA processes and the implementation of EU projects.

Training Purpose:

Building the capacities of civil servants to integrate a gender perspective into Kosovo's EU accession process, including the planning, implementation and monitoring of IPA projects and all acquis documents requiring gender mainstreaming.

Training Objectives:

- The role of gender equality in the EU accession process and the acquis requirements for gender mainstreaming

- Obligations for mainstreaming a gender perspective into the IPA project cycle (planning, implementation, reporting, monitoring)
- Practical tools and techniques for gender analysis, gender mainstreaming and gender-responsive project design;
- Use of gender indicators and EU requirements for collecting gender-disaggregated data
- Identification and addressing gender gaps within institutions and accession documents (NPISAA, thematic chapters, IPA documents)
- Strengthening capacities to ensure that EU projects and policies implement gender equality standards

Duration:

Three (3) days / 18 hours



II.8. EU Growth and Reform Facility

Target Group:

Civil servants in public administration, namely officials for economic policies, development and strategic planning.

Training Purpose:

Building and developing the capacities of civil servants to understand, analyze and implement economic policy instruments and structural reforms that support sustainable economic development.

Training Objectives:

- Learn about the concept of economic and institutional reforms in the context of sustainable development

- Information on the Economic Reform Agenda within the EU Instrument for Economic Growth
- Identification of the main instruments used by governments to stimulate economic growth (fiscal, monetary, investment, innovation and labor market policies)
- Knowledge of the role of public administration in the implementation of economic reforms
- Use of basic analytical tools to assess the impact of reforms on the economy and society
- Promote a collaborative inter-institutional approach for the effective implementation of reforms

Duration:

Two (2) days / 12 hours

PLANNING AND IMPLEMENTATION OF PUBLIC POLICIES AND STRATEGIES

TRAINING CONTENT

- **Drafting of Strategic Documents;**
- **Prevention and Reduction of Administrative Burden.**



III. PLANNING AND IMPLEMENTATION OF PUBLIC POLICIES AND STRATEGIES

III.1. Drafting of Strategic Documents

Target Group:

Civil servants who draft letters, acts and strategic documents at central and local level.

Training Purpose:

Develop and enhance professional knowledge and skills for the comprehensive process of drafting strategic and official documents. Learn about the principles, methodologies and instruments necessary for the preparation of legal acts, strategic documents and official documents in accordance with legal requirements and administrative standards, aiming to increase the efficiency and quality of the drafted documents, as well as guaranteeing transparency, legitimacy and effectiveness in institutional and administrative functioning.

Training Objectives:

- Understand the principles, methods and instruments in the process of drafting acts and other strategic documents
- Understand the process of consulting institutions and informing the public
- Understand the process of public participation in decision-making and public discussion
- Understand the hierarchy of legal acts and their respect
- Understand the structure of the normative act and the measures taken during the drafting of acts
- Learn about general municipal acts and their content
- Develop skills in drafting letters and documents, based on official formats

Duration:

Two (2) days / 12 hours

III.2. Prevention and Reduction of Administrative Burden

Target Group:

Central and local level officials who draft policies and/or laws, or develop administrative procedures for citizens and businesses.

Training Purpose:

Provide knowledge on various aspects of preventing and reducing administrative burden, different ways and methods, including through the simplification and digitalization of public services.

Training Objectives:

- Provide knowledge on basic concepts for preventing and reducing administrative burdens throughout the policy development cycle
- Equip participants with techniques and methodologies for assessing and eliminating administrative burdens
- Provide opportunities for cooperation and networking between different categories of public officials, to implement the process of reducing administrative burdens

Duration:

Three (3) days / 18 hours



PUBLIC ADMINISTRATION AND CIVIL SERVICE

TRAINING CONTENT

- **Quality Management in Public Administration;**
- **Main Policies and Legislation in Public Administration;**
- **Code of Ethics and Integrity in Public Administration**



IV. PUBLIC ADMINISTRATION AND CIVIL SERVICE

IV.1. Quality Management in Public Administration

Target Group:

Civil servants in public administration who are responsible for quality management in their institutions.

Training Purpose:

Strengthen the professional capacities of civil servants in public administration, providing them with in-depth knowledge of the principles, methods and best practices of quality management. Training in the implementation of effective quality management standards and instruments, improving administrative processes and the quality of public services.

Training Objectives:

- Learn about the concepts and importance of quality management in the public sector
- Identify the main quality management standards and instruments
- Apply continuous process improvement techniques
- Develop plans for improving quality in the institutions where they work.

Duration:

Two (2) days / 12 hours

IV.2. Main Policies and Legislation in Public Administration

Target Group:

Civil servants, especially those involved in the implementation and interpretation of legislation and policies.

Training Purpose:

Provide knowledge about the legislation and policies governing the functioning of public administration in Kosovo. Through this training, civil servants will be able to exercise their duties and responsibilities in accordance with legal requirements, ensuring professional, transparent and accountable practice in administration.

Training Objectives:

- Learn about the main legislation regulating public administration
- The role and impact of public policies on the functioning of institutions
- Implementation of legal requirements in daily work practice
- Identification of the responsibilities and rights of civil servants according to legislation.

Duration:

Two (2) days / 12 hours



IV.3. Code of Ethics and Integrity in Public Administration

Target Group:

Civil servants at managerial and professional levels.

Training Purpose:

Recognize and understand the importance of the Code of Ethics and the principles of professional conduct and work in the civil service. Gain knowledge of ethical norms and standards, as well as the legal rights and responsibilities governing their conduct and functioning in public administration. Raise the professional and ethical integrity of civil servants, by promoting a culture of accountability, respect and transparency in relations within public institutions and with citizens.

Training Objectives:

- Gain adequate knowledge of the Code of Conduct for civil servants
- Learn about the standards of conduct at work, as defined by the legal framework of civil service
- Learn about the practical implementation of the rights and responsibilities (obligations) of civil servants in Civil Service

Duration:

Two (2) days hours.



LEADERSHIP AND MANAGEMENT

TRAINING CONTENT

- **Project Design and Management;**
- **Problem Solving and Managerial Decision-Making;**
- **Performance Management System in Ministries;**
- **Performance Management System and Supervision of Agencies;**
- **Implementation of National Development Plan 2030;**
- **Conflict Management and Behaviour in the Organization.**



V. LEADERSHIP AND MANAGEMENT

V.1. Project Design and Management

Target Group:

Civil servants of public administration involved in the design and management of projects.

Training Purpose:

Develop in-depth and practical knowledge and skills for the effective design and management of projects in the public sector of the Republic of Kosovo; training in the implementation of advanced methods and techniques for comprehensive project management, ensuring a structured process and developing project management capacities.

Training Objectives:

- Learn about the main phases of project management, from initiation to closure
- Acquire project planning and organization techniques
- Develop skills for monitoring and evaluating project progress
- Understand the importance of resource and risk management during project implementation.

Duration:

Three (3) days / 18 hours



V.2. Problem Solving and Managerial Decision-Making

Target Group:

Civil servants of all management categories in all public administration institutions.

Training Purpose:

Develop in-depth knowledge and practical skills of managers in the process of analyzing and solving problems at the institutional level; training in the identification, analysis and effective resolution of work challenges, using systematic approaches and basic statistical tools. The training will enable young managers to understand and apply statistical concepts in support of data-based decision-making, improving the quality and efficiency of managerial decisions.

Training Objectives:

- Conceptual thinking and translating concepts into the workplace
- Reduce a given topic to its component parts and judging each part separately for its own value
- Integrate data, explore alternatives, and draw conclusions
- Make timely decisions and take necessary actions on those decisions
- Learn about using statistical tools to aid the decision-making process
- Integrate data, explore alternatives, and draw statistically relevant conclusions.

Duration:

Two (2) days / 12 hours



V.3. Performance Management System in Ministries

Target Group:

Civil servants at mid-level and senior management levels in the ministry, engaged in the implementation of the National Development Plan (NDP).

Training Purpose:

Improve and enhance knowledge about the performance management system in the implementation of the NDP; promote the use of best performance management practices in institutions and their units, to help develop a professional and accountable culture as well as efficient and effective management, contributing to the achievement of institutional objectives.

Training Objectives:

- Learn about the performance management cycle
- Performance management and evaluation, based on objectives

- Sharing and delegating responsibility for objectives and activities
- Roles and responsibilities within the institution in performance management
- The function of supervision and feedback, communication
- The process of performance evaluation and management
- Contemporary methods of performance evaluation
- Performance evaluation according to the regulation
- Setting SMART Objectives
- The impact of self-evaluation on performance management
- The role of training in performance management
- The role of staff motivation
- Quality management systems (ISO9001 and CAF)

Duration:

Two (2) days / 12 hours

V.4. Performance Management System and Supervision of Agencies

Target Group:

Officials from Executive and Regulatory Agencies, officials from ministries engaged in the supervision of Agencies / from the responsible unit or team.

Training Purpose:

Inform participants about the importance, rules and procedures for the performance management system of executive and regulatory agencies within the state administration.

Training Objectives:

- Learn about the responsibilities of relevant officials for the management and supervision of agencies
- Learn about the preparation of the Performance Plan
- Learn about about the preparation of the Performance Report.

Duration:

Two (2) days / 12 hours



V.5. Implementation of National Development Plan 2030

Target Group:

Senior officials working in central and local government.

Training Purpose:

Discuss the various aspects of the implementation of the National Development Plan 2030 and the steps of implementing this plan, as well as the benefits of the citizens of Kosovo from this plan.

Training Objectives:

- National Development Plan 2030
- Different development stages of the National Development Plan 2030
- Methods of implementation of the National Development Plan 2030 and beneficiaries of the implementation of this plan
- Implementation process of the National Development Plan 2030.

Duration:

Two (2) days / 12 hours



V.6. Conflict Management and Behaviour in the Organization

Target Group:

Civil servants at managerial and professional levels.

Training Purpose:

Develop the knowledge and skills of civil servants in understanding the main concepts and theories of organizational behavior; improve skills in communication, motivation and effective conflict resolution; provide clear and practical insight into everyday behaviors within institutions and organizations.

Training Objectives:

Knowledge and elaboration on:

- The concept of organizational behaviour
- Individual behavior in organizations
- Individual personality in organizations
- Perception skills
- Motivation methods in institutions
- Individual behaviours in group
- Process and forms of communication
- Building a team
- Conflict resolution methods
- Stress factors at work

Duration:

Two (2) days / 12 hours

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT



TRAINING CONTENT

- **Implementation of the Law on Public Officials and sub-legal acts;**
- **Identification and assessment of training needs;**
- **Implementation of the Law on Salaries and sub-legal acts;**
- **Occupational health and safety;**
- **Evaluation of work results;**
- **Introductory training for new civil servants at KCS;**
- **Disciplinary procedures;**
- **Integration of foreigners in the Republic of Kosovo.**

VI. HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

VI.1. Implementation of the Law on Public Officials and sub-legal acts

Target Group:

Civil servants at managerial and professional levels, especially those who are directly or indirectly engaged in personnel and Human Resources (HR) management.

Training Purpose:

Providing clear knowledge and practical skills for the implementation of the Law on Public Officials and relevant sub-legal acts. The training aims to strengthen professional capacities for the interpretation and implementation of legal provisions in daily practice, contributing to a more efficient, transparent and accountable public administration.

Training Objectives:

- Learn about the main content of the Law on Public Officials and its by-laws
- Understand the rights and responsibilities of public officials under the legislation in force
- Apply legal procedures in daily work practices
- Understand disciplinary mechanisms and administrative accountability processes
- Develop skills in interpreting the law and applying it to concrete situations.

Duration:

Two (2) days / 12 hours

VI.2. Identification and Assessment of Training Needs

Target Group:

Civil servants at managerial and professional levels, especially those who are directly or indirectly engaged in personnel and Human Resources (HR) management.

Training Purpose:

Provide in-depth knowledge and practical skills for identifying and assessing training needs of civil servants, strengthen individual and institutional professional capacities in human resources management, with the aim of improving the performance and sustainable development of public administration.

Training Objectives:

- Learn about the importance of training and professional development needs of civil servants
- Learn about the types of education in HR development;
- Learn about formal and informal education
- Training Needs Assessment (TNA)
- Draft a training plan for the institution/organization and the individual.

Duration:

Two (2) days / 12 hours.



VI.3. Implementation of the Law on Salaries and Sub-Legal Acts

Target Group:

Civil servants responsible for implementing the salary law in the Republic of Kosovo.

Training Purpose:

Provide in-depth and practical knowledge on the implementation of the Law on Salaries and relevant sub-legal acts, ensuring transparency, fairness and efficiency in the salary system in the public administration of the Republic of Kosovo.

Training Objectives:

- Learn about the content and structure of the Law on Salaries
- Learn about the content of sub-legal acts
- Identify and address practical challenges in the implementation of the Law on Salaries and relevant sub-legal acts
- Develop skills for the interpretation of the law in concrete situations

Duration:

Two (2) days / 12 hours



VI.4. Occupational Health and Safety

Target Group:

Civil servants at managerial and professional levels.

Training Purpose:

Learn about legal standards, regulations and best practices in occupational safety and health; training in identifying, assessing and managing risks in the work environment; and raising awareness of the importance of preventing accidents and occupational diseases.

Training Objectives:

- Understand the legal framework for occupational safety and health
- Learn about working conditions standards and the importance of preventing risks and accidents at work
- Learn to assess risks and investigate accidents.

Duration:

Two (2) days / 12 hours



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VI.5. Evaluation of Work Results

Target Group:

Civil servants at management level, especially those who are directly or indirectly involved in personnel and Human Resources (HR) management.

Training Purpose:

Learn about the process of evaluating work results based on defined institutional objectives; about the stages and procedures of evaluation; about the importance of setting clear objectives and activities, as well as the legal basis that supports this process.

Training Objectives:

- Understand the legal basis of evaluation of work results
- Gain adequate knowledge about the process of evaluating work results
- Learn about setting objectives and activities
- Understand the cycle of the evaluation process of work results

Duration:

Two (2) days / 12 hours

VI.6. Introductory Training for New Civil Servants in KCS

Foundations of Constitutional Order

Target Group:

New civil servants in state administration institutions and other state institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Provide knowledge about the basics of the constitutional regulation of the Republic of Kosovo, including the separation of powers, fundamental human rights and freedoms, as well as the functioning of the institutions of the Republic of Kosovo.

Training Objectives:

- Provide general knowledge about the constitutional arrangement of the Republic of Kosovo
- Learn about the main principles of the Constitution and the separation of powers
- Learn about human rights and fundamental freedoms
- Learn about the institutions of the Republic of Kosovo.

Duration:

One (1) day / 6 hours



Organization and Functioning of State Administration

Target Group:

New civil servants in state administration institutions and other state institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Providing knowledge about the legal framework governing the establishment, organization, functioning, accountability and performance of state administration institutions and independent agencies in the Republic of Kosovo.

Training Objectives:

- Learn about the legal framework for the organization and functioning of public / state administration
- Understand the principles of public / state administration
- Implement the Law on the Organization and Functioning of State Administration and Independent Agencies.

Duration:

One (1) day / 6 hours

Organization and Functioning of Civil Service

Target Group:

New civil servants in state administration institutions and other state institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Provide knowledge about the legal framework governing the organization and functioning of the Civil Service as well as the implementation of the Law on Public Officials and relevant bylaws.

Training Objectives:

- Learn about the legal framework for the organization and functioning of the Civil Service
- Understand the general principles of the Civil Service
- Application of the Law on Public Officials
- Learn about the rights and obligations in the Civil Service
- Understand the mechanisms of career development in the Civil Service.

Duration:

One (1) day / 6 hours

Code of Conduct and Anti-Corruption

Target Group:

New civil servants in state administration institutions and other state institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Provide knowledge about the Code of Conduct for civil servants, as well as the principles and norms based on which they should act; knowledge about anti-corruption and conflict of interest issues.

Training Objectives:

- Learn about the Code of Conduct for Civil Servants
- Learn about the standards of conduct at work, as defined by the Civil Service legal framework
- Understand and apply civil servant rights and responsibilities (obligations) in the Civil Service
- Understand and apply knowledge on anti-corruption and conflict of interest.

Duration:

One (1) day / 6 hours



Organization of Work (Documents and Archives)

Target Group:

New civil servants in state administration institutions and other state institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Provide practical knowledge for organizing office work, as well as for managing, recording, classifying and archiving official documents in public administration.

Training Objectives:

- Appropriate and practical knowledge of organizing office work
- Knowledge of organizing and managing documents in public administration
- Knowledge of recording, classifying and archiving documents in public administration

Duration:

One (1) day / 6 hours



Implementation of Administrative Procedures

Target Group:

New civil servants in state administration institutions and other state institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Provide general and basic knowledge about the Law on General Administrative Procedure (LPPA) and the implementation of administrative procedures.

Training Objectives:

- General knowledge of the Law on General Administrative Procedure (LGAP)
- Knowledge of the general principles of administrative procedure, rights and obligations during administrative procedure, stages of initiation, assessment and decision-making in administrative procedure, administrative act, legal remedies and execution of administrative act
- Be able to apply LGA

Duration:

One (1) day / 6 hours



VI.7. Disciplinary Procedures

Target Group:

Civil servants in public administration institutions and other institutions in the Republic of Kosovo at the central and local level.

Training Purpose:

Provide knowledge about the legal framework for disciplinary and appeals procedures in the Civil Service with the aim of building skills to implement procedures in a fair and professional manner.

Training Objectives:

- Learn about relevant legislation on disciplinary and appeal procedures

- Identification and categorization of disciplinary violations and disciplinary measures
- Disciplinary committees and bodies
- Implementation of disciplinary procedure steps
- Ensuring respect for employees' rights and due process
- Appeals under the Law on General Administrative Procedure (LGAP)
- Appeals and review of appeals to the Independent Oversight Council for the Civil Service of Kosovo (IOCSK).

Duration:

Two (2) days / 12 hours



VI.8. Integration of Foreigners in the Republic of Kosovo

Target Group:

Central and local level officials involved in the implementation of public policies related to the integration of foreigners.

Training Purpose:

Building the professional capacities of public officials at the central and local level for the effective implementation of the Regulation on the Integration of Foreigners, ensuring a coordinated and comprehensive approach to the process of their integration.

Training Objectives:

- Understand the basic concepts and the legal and institutional framework for the integration of foreigners in the Republic of Kosovo
- Implement measures and mechanisms for the integration of foreigners, in accordance with Regulation (QRK) No. 09/2019
- Identify beneficiary categories and their specific needs during the integration process
- Strengthen inter-institutional cooperation and the role of municipalities in providing public services to foreigners.

Duration:

Two (2) days / 12 hours



VII. PLANNING AND MANAGEMENT OF PUBLIC FINANCES AND PUBLIC PROCUREMENT



TRAINING CONTENT

- **Contract Management;**
- **Budget Planning / MTEF;**
- **Drafting Reports and Financial Statements;**
- **Internal (Financial, Performance and Regularity) Audit;**
- **Certification of Internal Auditors;**
- **Public Property Management and Valuation;**
- **Management of Public Investments;**
- **Public Procurement – basic;**
- **Public Procurement - advanced;**
- **Budget Development and Management System (BDMS);**
- **Public Investment Programme (PIP);**
- **Chart of Accounts and Accounting at KFMIS;**
- **Tax Legislation;**
- **Using the Internal Audit Reporting Information System (IARIS).**

VII. PLANNING AND MANAGEMENT OF PUBLIC FINANCES AND PUBLIC PROCUREMENT

VII.1. Contract Management

Target Group:

Officials from public institutions, public enterprises, agencies and regional units.

Training Purpose:

Provide knowledge on effective management of public contracts, including knowledge of the legal framework, key contract management processes, duties and responsibilities of the contract manager, as well as ways to manage risks and resolve disputes, according to standards and legal requirements.

Training Objectives:

- Understand public procurement as a process for managing public funds
- Understand the project cycle and the relationship with the procurement cycle
- Understand the contract and its content

- Manage public contracts (time, cost, quality)
- Duties and responsibilities of the contract manager; and decision-making during contract management
- Identify risk areas and their management
- Identify stakeholders and cross-sectoral cooperation
- Monitoring and control during contract implementation; implementation of relevant legislation during contract management; and implementation of dispute resolution procedures
- Address contract issues that are not within the competence of the contract manager
- Report to the contracting authority and systematize documentation for contract implementation.

Duration:

Two (2) days / 12 hours

VII.2. Budget Planning / MTEF

Target Group:

Budget and finance officers in the administration (Chief Financial Officers) and in the health and education sectors.

Training Purpose:

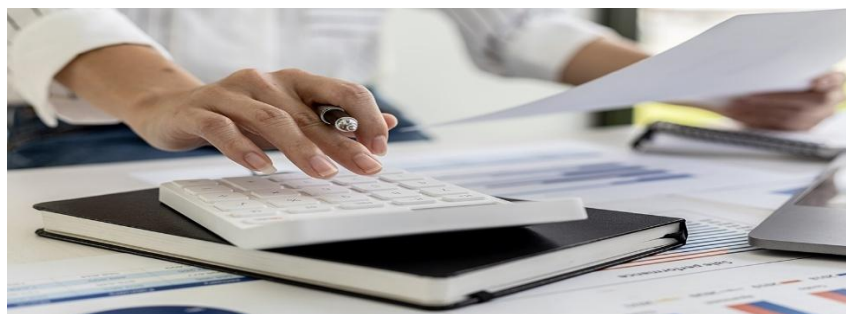
Develop knowledge and skills on the budget process and the Medium Term Expenditure Framework (MTEF), including effective budget planning and management through understanding the MTEF, legal procedures and budget deadlines. The training aims to equip participants with the ability to interpret and implement budget circulars, draft budget documents and implement good practices in public financial management.

Training Objectives:

- Learn about the legal framework, including the Law on Public Finance Management (LPFM), the Law on Budget and relevant laws and administrative instructions
- Learn to implement legal deadlines in the budget process
- Draft a professional, founded and legally based Budget Proposal
- Preparation and structuring of the Budget Framework reflecting medium-term priorities
- Analysis and implementation of funding source allocation formulas, including the General Grant, Specific Grants, own source revenues, etc.

Duration:

Two (2) days / 12 hours



VII.3. Drafting of Reports and Financial Statements

Target Group:

Civil servants of public administration engaged in financial reporting and drafting of financial statements.

Training Purpose:

Develop the knowledge and skills necessary to prepare accurate and clear financial reports and statements, in accordance with the legal and accounting standards of the Republic of Kosovo, emphasizing the use of best practices and digital tools for effective financial reporting.

Training Objectives:

- Understand the main forms and types of financial reports and statements
- Apply laws, standards and regulations for their preparation
- Prepare financial statements
- Analyze and interpret financial data
- Use accounting software to prepare financial reports
- Communicate financial results effectively.

Duration:

Two (2) days / 12 hours



VII.4. Internal (Financial, Performance and Regularity) Audit

Target Group:

Internal auditors, financial officers and other public administration professionals engaged in financial audit and control.

Training Purpose:

Train civil servants in conducting internal audits in the financial, performance and regularity fields in accordance with the legislation in force, with the aim of building capacities for transparent management, accountability and efficient use of public resources.

Training Objectives:

- Understand the basic concepts of internal audit and recognizing the differences between financial, performance and regularity audit
- Learn about the legal framework for internal audit in each area
- Plan and organize various audits based on needs
- Use audit methods and techniques to ensure the reliability of information, effectiveness and compliance with legislation
- Draft detailed reports with recommendations for improvement.

Duration:

Two (2) days / 12 hours



VII.5. Certification of Internal Auditors

Basics of Internal Auditing

Target Group:

Central and local level officials and others who aim to be certified in the field of internal auditing.

Training Purpose:

Prepare participants for the field of internal audit in the public sector.

Training Objectives:

- Understand the role of internal auditing
- Distinguish professional responsibilities
- Compare internal and external auditing
- Assess the importance of professional collaboration
- Prepare for professional certification.

Duration:

Five (5) days / 30 hours



Basics of Risk and Control Management

Target Group:

Central and local level officials and others who aim to be certified in the field of internal auditing.

Training Purpose:

Develop the capacities of internal auditors to assess and improve risk management, internal control and governance systems in public sector institutions.

Training Objectives:

- Advanced knowledge of the role, responsibilities and independence of the internal auditor
- Develop skills for planning and implementing internal risk-based audits
- Strengthen capacities for assessing internal control systems and risk management

- Advanced knowledge of international internal audit standards (IIA) and best professional practices
- Train in identifying, preventing and addressing fraud and irregularities
- Develop skills for drafting clear, objective audit reports with actionable recommendations
- Improve professional communication with management and stakeholders
- Implement professional ethics, integrity and respect for the principles of good governance
- Increased transparency, accountability and efficiency in the use of public resources.

Duration:

Five (5) days / 30 hours



Internal Audit Management and Skills

Target Group:

Central and local level officials and others who aim to be certified in the field of internal auditing.

Training Purpose:

Develop practical knowledge and professional skills to conduct effective, independent and value-added internal audits in public sector institutions, in

accordance with professional standards and the applicable legal framework.

Training Objectives:

- Manage internal audit functioning
- Internal audit process
- Audit skills and techniques

Duration:

Seven (7) days / 42 hours



Financial Management and Compliance Control in Public Administration

Target Group:

Central and local level officials and others who aim to be certified in the field of internal auditing.

Training Purpose:

Develop knowledge and skills in Financial Management and Control (FMCC), equipping them with practical tools for identifying and managing institutional risks and implementing controls in accordance with national laws and standards.

Training Objectives:

- Legal and institutional framework of Financial Management and Control
- Identify and use main information sources of information for FMC assessment
- Implement the steps in the FMC assessment process
- Conduct analysis of concrete cases and practical situations
- Concrete recommendations for improving the FMC system
- Plan future steps

Duration:

One (1) day / 6 hours



Public Procurement

Target Group:

Central and local level officials and others who aim to be certified in the field of internal auditing.

Training Purpose:

Provide a clear and detailed overview of Public Procurement in Kosovo, key concepts of procurement procedures with the aim of using public funds and resources in the most efficient and transparent manner.

Training Objectives:

- Understand the significance of basic public procurement concepts

- Learn about Public Procurement and the implementation of procurement procedures, including when and which procedure is preferred.
- Cooperate and network between different categories of public officials, with the aim of implementing the Public Procurement Law as fairly as possible, adhering to the essential procedures and conditions of this Law.

Duration:

Three (3) days / 18 hours



Information Technology Systems (KFMIS, BDMS, PIP, SIMBNJ, E-Asset and Others)

Target Group:

Central and local level officials and others who aim to be certified in the field of internal auditing.

Training Purpose:

Building the professional capacities of auditors in the framework of public financial management, by providing advanced knowledge on the functioning of the public financial system in the Republic of Kosovo, the role of the Treasury, the processes of allocation and expenditure of public funds, financial reporting and the use of the Kosovo Financial Management Information System (KFMIS), with the aim of preparing for professional certification and increasing the quality of audit and financial control.

Training Objectives:

- Structure and functioning of public financial management institutions in Kosovo
- Role and responsibilities of the Treasury in managing the Fund of the Republic of Kosovo
- Analysis of the processes of collection, storage and expenditure of public money in accordance with the legislation in force
- Differences between allocated funds, committed funds and financial obligations
- The process of recording financial transactions and accounting reporting in budget organizations
- Interpretation of legal requirements for financial reporting and auditing
- Functioning of the payroll system and classification of positions in the civil service
- Use and analysis of the main modules of KFMIS in the context of audit and financial control
- Identification of risks in financial management and assessment of compliance with financial rules.

Duration:

Three (3) days / 18 hours

VII.6. Public Property Management and Valuation

Target Group:

Officials involved in property-legal issues, planning, registration, valuation and management of public property in central and local institutions.

Training Purpose:

Develop the knowledge and skills of officials on public property in the Republic of Kosovo, namely its identification, registration, categorization, valuation, administration and management, with special emphasis on the legal and administrative aspects governing public property in Kosovo; practical procedures for comprehensive management of public assets; principles, criteria and methods of evaluating public property; as well as increasing the transparency and accountability of public institutions.

Training Objectives:

- Understand the categories and definitions of public property within the Kosovo legal system and their

differences with private ownership.

- Learn about the legal and regulatory framework for the management and valuation of public property, including Law No. 08/L-125 on Public Property and its sub-legal acts.
- Understand public property management policies and practices
- Apply public property valuation methods, understanding the principles, criteria and role of licensed appraisers
- Identify factors and best practices for the optimal use and utilization of public property in the function of economic development and public service.
- Promote and enhance transparency and accountability as well as prevent corruption during the public property management process.

Duration:

Two (2) days / 12 hours

VII.7. Public Investment Management

Target Group:

Civil servants engaged in the management of public investments in the institutions of the Republic of Kosovo.

Training Purpose:

Acquire knowledge and skills in public investment management, ensuring an effective, transparent and sustainable approach throughout the investment cycle, as well as understand and implement the different phases of the public investment cycle, in accordance with the relevant legislation and sub-legal acts in the Republic of Kosovo.

Training Objectives:

- Understand the concepts and main stages of public investment management
- Understand the legal framework and regulations for public investments in Kosovo
- Apply methods for public investment management
- Monitor and report on the progress and results of public investments
- Identify risks and managing resources effectively

Duration:

Two (2) days / 12 hours



VII.8. Public procurement - *essential*

Target Group:

Public procurement officers of all public authorities, public service operators and agencies engaged in procurement activities, which comply with the Public Procurement Law (PPL).

Training Purpose:

Strengthen the professional capacities of civil servants in public procurement processes in public institutions, by providing clear and structured knowledge for the efficient management of public money, in accordance with the legislation in force.

Training Objectives:

- Gain basic knowledge for the implementation of procurement activities according to the principles of the LPP
- Understand the importance of the public procurement system in the management of public money
- Provide a general overview of the LPP and secondary legislation, as well as the ability to implement the public procurement procedure
- Understand the role of central public procurement institutions and monitoring the implementation of audit recommendations.

Duration:

Fifteen (15) days / 90 hours



VII.9. Public Procurement - *advanced*

Target Group:

Civil servants and persons with a basic public procurement certificate.

Training Purpose:

Enhance the knowledge and professional skills of civil servants engaged in the management of public funds through the procurement system; train them with in-depth competencies in the application of the Law on Public Procurement and secondary legislation, as well as for the effective management of complex public procurement processes by adapting them to legal changes and international best practices.

Training Objectives:

- In-depth knowledge of the LPP and secondary legislation as well as in-depth practical knowledge of selection criteria and contract award criteria
- Gain appropriate knowledge to be able to assess the quality of technical specifications prepared by experts
- Acquire necessary legal knowledge about contracts and EU Directives

Duration:

Ten (10) days / 60 hours



VII.10. Budget Development and Management System (BDMS)

Target Group:

Civil servants involved in operational expenditure planning.

Training Purpose:

Build institutional capacities at the central level for budget drafting and operational expenditure proposals through BDMS procedures.

Training Objectives:

- Increase the knowledge of central level officials on budget planning and drafting multi-year operational expenditures
- Build capacities in drafting expenditures according to economic codes
- Increase knowledge on expenditure categories.

Duration:

One (1) day / 6 hours



VII.11. Public Investment Programme (PIP)

Target Group:

Civil servants involved in planning capital projects.

Training Purpose:

Build institutional capacities at the central and municipal levels for budget drafting and capital project proposals through PIP procedures.

Training Objectives:

- Increase the knowledge of central and municipal level officials on budget planning and drafting multi-year projects
- Capacity building in drafting capital projects
- Raise awareness of project proposals through PIP procedures

Duration:

One (1) day / 6 hours



VII.12. Chart of Accounts and Accountability in KFMIS

Target Group:

Chief Financial Officers (CFOs) of budget organizations, budget officers, commitment officers, expenditure officers, certifying officers.

Training Purpose:

Build institutional capacities at the central level for the accounting standards and the accounting plan of the Government.

Training Objectives:

- Knowledge of IPSAS;
- Knowledge of the accounting plan;
- Knowledge of KFMIS;
- Knowledge of budget classification.

Duration:

Two (2) days / 12 hours



VII.13. Tax Legislation

Target Group:

Civil servants of public administration in the field of tax legislation.

Training Purpose:

Equip public administration with comprehensive knowledge of the legal and regulatory tax framework in Kosovo, as well as its practical implementation. Focus on understanding basic tax concepts, tax rights and obligations, as well as administrative procedures related to the tax system in Kosovo.

Training Objectives:

- Understand the importance of the tax system in public administration and the country's economy

- Knowledge of the tax legal framework in Kosovo (and relevant bylaws)
- Identify the main types of taxes and their legal bases (income tax, profit tax, value added tax (VAT), municipal taxes, etc.)
- Understand the process of declaring, assessing and paying taxes
- Knowledge of tax administrative procedures and the right to complain
- Implement the principles of legality, justice and tax equality in practice
- Understand the role of public administration in managing and collecting tax revenues

Duration:

Two (2) days / 12 hours



VII.14. Using the Internal Audit Reporting Information System

Target Group:

Directors of Internal Audit Units from all central and municipal budget organizations as well as from public enterprises.

Training Purpose:

Training of civil servants of institutions in the use of the Internal Audit Reporting Information System - IARIS.

Training Objectives:

- Knowledge of the main functionalities of the IARIS System
- Knowledge of process automation and optimization

- Clear understanding of how the system works and its alignment with their work processes
- Knowledge of automated and standardized processes that will reduce errors in processing data and various reports
- Knowledge of the possibility of generating various reports, processing and better analyzing data through the tools provided by the system to make better decisions
- Problem reduction
- Increased individual and team productivity

Duration:

Two (2) days / 12 hours



VIII. INFORMATION TECHNOLOGY



TRAINING CONTENT

- **Cyber Hygiene;**
- **Cyber Security;**
- **Creating and using databases;**
- **Microsoft Excel;**
- **MS Project;**
- **Microsoft Power Point & Outlook;**
- **Microsoft Visio & Microsoft Publisher;**
- **ICT project management;**
- **Statistical analysis and data interpretation through SPSS;**
- **Geographic Information System – GIS;**
- **Using Wordpress**

VIII. INFORMATION TECHNOLOGY

VIII.1. Cyber Hygiene

Target Group:

All officials of institutions who use internet-connected devices and systems for their daily public administration work, except information technology (IT) officials.

Training Purpose:

Ensure that the institution, namely officials in the institution, have the relevant knowledge and skills to protect and safeguard their systems, networks and information from cyberattacks and IT-related security risks.

Training Objectives:

- Understanding the difference between information and data
- Understanding the importance of security concepts
- Identifying vulnerabilities in networks

and applications, as well as the potential for various cyber threats and attacks, including *phishing attacks*, *malware*, *ransomware*, network attacks, etc.

- Understand and implement security practices to protect important data and information, including creating strong passwords, using security services to store and *back up* data
- Awareness and raising user awareness of security practices, potential cyber threats, as well as risks and consequences
- Gain knowledge of various security tools and software as well as the skills to use them to detect and address cyber threats and attacks

Duration:

One (1) day / 6 hours

VIII.2. Cybersecurity

Target Group:

All information technology (IT) officers of institutions.

Training Purpose:

Building skills and raising awareness of IT officials in the field of cybersecurity for identification, prevention and response to cyber threats that may affect public institutions. Participants in the training will understand the basic concepts of IT, the importance of cybersecurity, the most common types of attacks, as well as best practices for protecting personal data and that of public institutions.

Training Objectives:

- Understand basic IT concepts and the importance of cybersecurity in the institutional environment

- Identify common cyber-attacks, such as *phishing, malware, and ransomware*
- Implement secure digital practices and careful use of email addresses, the internet, and work devices
- Gain knowledge on cybersecurity policies, regulatory requirements, and governance principles
- Gain knowledge on how to respond appropriately to cyber incidents and manage risks
- Awareness of emerging threats and understanding of privacy and data protection issues

Duration:

Two (2) days / 12 hours



VIII.3. Creating and Using Databases

Target Group:

Public administration civil servants who deal with IT and simultaneously manage and administer databases through MS SQL Server.

Training Purpose:

Development and advancement of knowledge and skills in the field of database creation, management and administration, using the MS SQL Server 20XX platform. Participants will gain in-depth theoretical and practical understanding of basic and advanced database concepts, as well as the processes of design, development, administration and ensuring data integrity.

Training Objectives:

- Understand the functionality of MS SQL and its use for designing, developing and administering databases
- Gain knowledge of database design through normalization concepts

- Gain knowledge on the creation and management of tables and relationships between them;
- Gain knowledge on data manipulation through the use of the T-SQL language
- Gain knowledge on the creation and administration of core MS SQL Server 20XX objects
- MS SQL Server 20XX functionality difference
- Gain knowledge on Database Backup and Restore
- Gain knowledge on the use of SQL Agent for process automation
- Database design based on normalization formats
- Installation and configuration of the database management system through MS SQL
- Solve problems through creative coding methods
- Analysis and resolution of relational database challenges

Duration:

Four (4) days / 24 hours

VIII.4. Microsoft Excel

Target Group:

Civil servants of public administration with basic knowledge of the Microsoft Excel application and who need to use this program in their daily work.

Training Purpose:

Provide theoretical and practical knowledge for the efficient use of the Microsoft Excel 20XX program of the MS Office package, namely for basic and intermediate-level concepts of working with Excel, focusing on developing practical skills for formatting, preparing for printing and professional presentation of data in Excel.

Training Objectives:

- Use MS Excel 20XX program tools

- Gain knowledge on working with worksheets contained in a workbook or multiple workbooks
- Identifying different types of data
- Use various functions during calculations
- Use different formulas for data calculations
- Understand and practicing the various functionalities of MS Excel to generate or obtain proper views of tables
- Use visualization through the use of MS Excel objects and charts
- Prepare and practice printing the worksheet

Duration:

Two (2) days / 12 hours

VIII.5. MS Project

Target Group:

Civil servants who must use the MS Project program in their daily work, as well as all those involved in project management.

Training Purpose:

Develop the knowledge and skills necessary for the effective use of MS Project software in planning, organizing and managing projects, namely training in the design, planning and monitoring of complex projects using the advanced functionalities of MS Project, for more efficient and successful project management in their institutions.

Training Objectives:

- Ability to use MS Project tools to create and modify project task lists
- Knowledge of creating project plans, including calendars, assigning resources to tasks and necessary expenses, working with spreadsheets, designing questionnaires to find data
- Gain knowledge about time management, as well as the difference between success and failure, to complete a complex project
- Manage a project to be on track, on time and within budget by learning how to find all the details of project management through this program

Duration:

Two (2) days / 12 hours



VIII.6. Microsoft Power Point & Outlook

Target Group:

Civil servants who use Microsoft Power Point and Microsoft Outlook applications, as well as those interested in learning the basic and more advanced concepts of these applications.

Training Purpose:

Develop professional knowledge and skills for the effective use of Microsoft Power Point and Microsoft Outlook applications, including basic and advanced concepts, with the aim of creating professional presentations and efficient management of electronic communication, to improve productivity and organization of daily work.

Training Objectives:

- Understand the importance of the Microsoft Power Point application in creating presentations

- Identify menu features
- Gain knowledge on the creation of slide presentations and editing slides
- Gain knowledge on the use of texts, tables, images and objects on slides
- Knowledge of linking objects of different formats with presentation
- Gain knowledge on the creation of video recordings through presentations
- Understand the importance of using the Microsoft Outlook application for working with electronic messages
- Gain knowledge on the creation of folders and movement of documents within folders
- Gain knowledge on the use of the calendar feature of Microsoft Outlook and organizing tasks and meetings through Microsoft Outlook

Duration:

Two (2) days / 12 hours

VIII.7. Microsoft Visio & Microsoft Publisher

Target Group:

Information Technology (IT) officers, communication officers as well another civil servants interested in creating professional diagrams.

Training Purpose:

Learn about creating technical and business diagrams as well as creating publications, brochures, cards, flyers for printing, e-mail addresses and Web pages.

Training Objectives:

- Learn about the use of the Microsoft Visio application for the needs of officials within the institutions where they work
- Gain solid knowledge of designing basic and advanced diagrams to assist in internal organization
- Ability to work on a publication (creating publication frames, creating special elements for different publications, creating banners and flyers)

Duration:

Two (2) days / 12 hours



VIII.8. ICT Project Management

Target Group:

Information and Communication Technology (ICT) officers, project managers, coordinators, team leaders, systems administrators, database administrators, and IT officers who manage projects.

Training Purpose:

Develop in-depth and structured professional knowledge of the fundamental concepts and best practices of project management in the field of ICT, including basic and intermediate level aspects, to ensure the successful implementation of ICT projects, and meeting the set objectives on time and within budget, as well as to contribute to

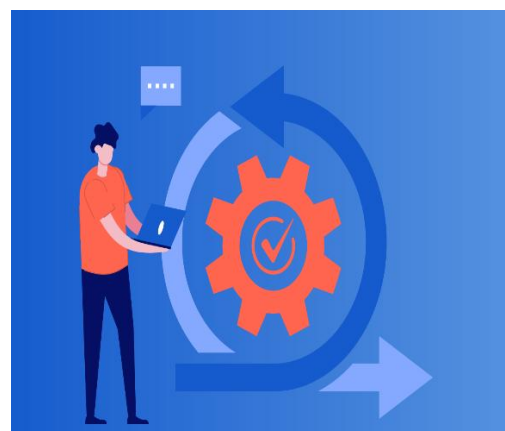
increasing the performance and efficiency of institutions.

Training Objectives:

- Understand the basic concepts and Gain knowledge for successful management of ICT projects
- Gain knowledge on the importance of project planning, control and maintenance and the techniques they can use
- Gain knowledge on project management processes
- Gain knowledge on successfully managing and maintaining relationships with project stakeholders

Duration:

Two (2) days / 12 hours



VIII.9. Statistical Analysis and Data Interpretation through SPSS

Target Group:

Civil servants who conduct research and statistical analysis; process, analyze and interpret data through SPSS and take decision-making actions.

Training Purpose:

Develop in-depth and practical knowledge of the effective use of SPSS software for organizing, processing, analyzing and interpreting data, ensuring decision-making based on accurate statistical analysis, as well as understanding basic statistical concepts and mastering professional techniques and methods to conduct qualitative and objective analyses and studies.

Training Objectives:

- Understand SPSS functions and its use in data analysis
- Gain knowledge on the differences in methods and relevant variables in analysis
- Gain knowledge on statistical techniques
- Learn about data import and export operations from SPSS to other applications and vice versa
- Testing and visualization of analysis results

Duration:

Four (4) days / 24 hours



VIII.10. Geographic Information System - GIS

Target Group:

Civil servants dealing with Information Technology (IT).

Training Purpose:

Training on the use of Geographic Information Systems (GIS), namely the principles, functions and applications of GIS in public institutions, as well as the development of practical skills for the management and analysis of spatial data. The training aims to increase the effectiveness and quality of decision-making through the use of modern technological tools that enable the integration of geographic information into

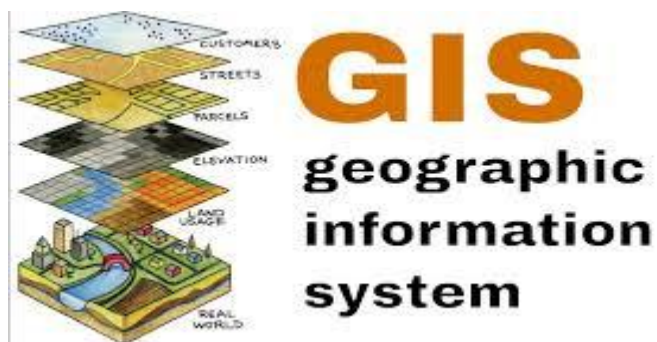
daily work processes in public administration.

Training Objectives:

- Understand the basic principles of GIS and its importance
- Learn about data types and how to use them
- Using basic GIS software for spatial analysis
- Create thematic maps and interpreting geographic data for decision-making
- Identify opportunities for applying GIS in their field of work

Duration:

Two (2) days / 12 hours



VIII.11. Using Wordpress

Target Group:

Civil servants who deal with web design, web editing and all other civil servants who deal with the publication of data and news, as well as publish photos or videos throughout their institutions.

Training Purpose:

Gain practical and technical knowledge for developing, maintaining and updating websites using *WordPress* in a local environment (*Localhost*) with *Apache* and *MySQL*.

Training Objectives:

- Knowledge of web server installation
- Web server configuration for *WordPress*

- Installing the WordPress platform on the web server
- Online publication of the institution's website
- Install a website theme
- Learn the tools within *WordPress*
- Creation within the website, new pages, new posts, changing parameters
- Learn about security administration and management
- Learn about the media part (images, videos and presentations), accompanied by the practical part in the form of assignments (*labs*) which must be completed successfully.

Duration:

Four (4) days / 24 hours



IX. GENERAL SKILLS AND KNOWLEDGE

TRAINING CONTENT

- **Personal data protection;**
- **Balancing work and life/employee wellbeing;**
- **Time and stress management;**
- **Professional communication/soft skills;**
- **Artificial Intelligence (AI);**
- **Training front office staff for customer relations.**



IX. GENERAL SKILLS AND KNOWLEDGE

IX.1. Personal Data Protection

Target Group:

Civil servants, namely personal data protection officers of institutions at the central and local level.

Training Purpose:

Build the professional capacities of civil servants/officials for the protection of personal data in institutions, in accordance with the relevant legislation in force, namely strengthening practical and theoretical skills for the protection, processing, administration and security of personal data, promoting a deeper understanding of the rights of data subjects and the responsibilities of data controllers and processors. The training offers a practical and interactive approach to the implementation of the law in practice, through the discussion of concrete cases, sharing of professional experiences and recommendations for the

effective management of personal data protection in the public sector.

Training Objectives:

- Provide knowledge about the main concepts of the right to protection and processing of personal data
- Provide a practical approach to implementing relevant legislation regarding the protection of personal data
- Duties, powers and responsibilities of the Information and Privacy Agency (IPA)
- Obligations and responsibilities of data controllers and processors
- Exchange of experiences, information and professional networking.

Duration:

Two (2) days / 12 hours

IX.2. Balancing Work and Life/Employee Wellbeing

Target Group:

Civil servants who are responsible for human resources management in Kosovo institutions.

Training Purpose:

Support for civil servants, through raising awareness and acquiring the knowledge and skills necessary to create a healthy balance between professional and personal life. The training aims to strengthen institutional capacities to build and promote a work culture that places employee well-being at the center, as a key factor for increasing motivation, improving

performance and advancing the quality of public services.

Training Objectives:

- Knowledge of the main concepts and challenges of work-life balance
- Identify factors that influence employee wellbeing
- Knowledge of practical strategies for time and priority management
- Promoting a healthy and supportive workplace culture

Duration:

One (1) day / 6 hours



IX.3. Time and Stress Management

Target Group:

Civil servants of public administration at managerial and professional levels.

Training Purpose:

Supporting the professional development of unit managers in public institutions, through increasing awareness of the presence and impact of stress in the workplace, as well as building practical skills for effective stress and time management. The training aims to provide concrete knowledge and tools to identify sources of stress, to understand its impact on personal and organizational performance, and to build sustainable strategies for dealing with difficult and high-pressure situations in the professional environment.

Training Objectives:

- Understand the importance of planning time and tasks as a way to reduce and manage difficulties in work and daily activities

- Knowledge of rules and techniques to avoid wasting time
- Ability to transform unproductive time into productive time, through the elimination of unnecessary waiting and rational use of time
- Understand the basic concepts of stress and the factors that cause or influence it
- Assess the consequences of stress on the physical, emotional and psychological health of an individual
- Effective planning and time management as a strategy for reducing stress at work
- Knowledge of implementing appropriate stress management strategies, to improve personal wellbeing and performance

Duration:

Two (2) days / 12 hours

IX.4. Professional Communication / Soft Skills

Target Group:

Civil servants of public administration.

Training Purpose:

Develop and strengthen professional communication skills and soft skills of civil servants in institutions, helping to create an efficient and collaborative work environment, oriented towards qualitative results, as well as gaining practical knowledge and techniques for verbal and non-verbal communication, conflict management, negotiations, time organization and stress management in the work environment.

Training Objectives:

- Knowledge of the concept and importance of professional communication in public institutions
- Develop active listening skills and verbal and non-verbal communication
- Improve conflict management and negotiation skills
- Knowledge of implementing collaboration techniques and building positive relationships at work
- Acquire skills for effective time organization and stress management in the professional environment

Duration:

One (1) day / 6 hours



IX.5. Artificial Intelligence (AI)

Target Group:

Civil servants of public administration.

Training Purpose:

Gain knowledge and practical skills in the use of Artificial Intelligence (AI), by identify the opportunities, benefits and challenges of its use in the public sector.

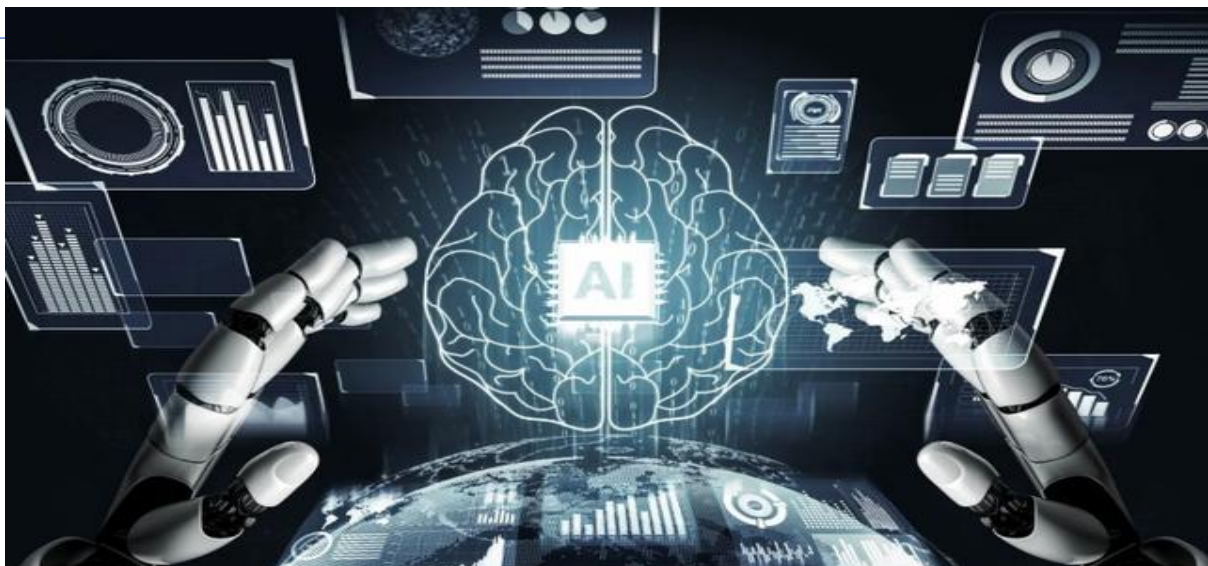
Training Objectives:

- Knowledge of basic Artificial Intelligence (AI) concepts and terminology
- Practical use of AI to improve decision-making and service delivery

- Knowledge of the potential and challenges of implementing AI in public administration, providing practical examples and models of using AI in the public sector
- Develop skills to identify opportunities for integrating AI into work
- Assess the long-term impact of AI in social, environmental and ethical aspects, as well as for building sustainable institutional strategies

Duration:

Two (2) days / 12 hours



IX.6. Training of Front Office Personnel for Customer Relations

Target Group:

Officials of reception offices in central and local level institutions as well as administrative officials who have direct contact with citizens and external parties.

Training Purpose:

Deepen and advance the legal, professional and practical knowledge of reception office officials in central and local level institutions, strengthening the role of reception offices as a key point of contact between public administration and citizens, with the aim of improving the quality of administrative services to citizens and stakeholders, as well as improving transparency, accountability and respect for human rights in the provision of administrative services, in accordance with constitutional, legal principles and public administration standards in the Republic of Kosovo.

Training Objectives:

- Understand the role, function and legal responsibilities of reception offices in public administration
- Knowledge of the correct interpretation and implementation of constitutional, legal and sub-legal provisions that regulate administrative services and communication with citizens
- Provide professional services according to the principles of equality and non-discrimination for all citizens
- Knowledge of effective, ethical and institutional communication with stakeholders
- Knowledge of managing sensitive situations, complaints and requests from citizens in accordance with the law
- Comply with the principles of personal data protection and confidentiality
- Increase citizens' trust in public institutions

Duration:

Two (2) days / 12 hours

X. LOCAL GOVERNANCE FUNCTIONS



TRAINING CONTENT

- **Environmental Protection;**
- **Emergency Management;**
- **Waste and Water Management;**
- **Local Economic Development;**
- **Drafting Municipal Plans;**
- **Regional Cooperation;**
- **Drafting and Implementing Policies and Strategies at the Local level;**
- **Tourism Promotion;**
- **Urban Planning;**
- **Municipal Property Management;**
- **Local Own Source Revenue Management;**
- **Geographic Data Management with Geographic Information System;**
- **Administrative Review of Municipal Acts.**

X.1. Environmental Protection

Target Group:

Municipal officials responsible for environmental protection.

Training Purpose:

Building the capacities of municipal officials in issues related to environmental protection, through better knowledge of the legal framework, sustainable environmental practices and the application of concrete measures to preserve and improve environmental quality.

Training Objectives:

- Understand the role and responsibilities of municipalities for the management and protection environment

- Knowledge and implementation of the legal and institutional framework for environmental protection
- Identify environmental problems and challenges at the local level and proposing sustainable solutions
- Implement practices for the management of waste, protection of nature, water and air
- Involve citizens and other stakeholders in environmental processes through transparency, education and other forms
- Draft concrete plans and measures to improve the environmental situation in municipalities

Duration:

Two (2) days / 12 hours



X.2. Emergency Management

Target Group:

Municipal officials responsible for managing emergency situations.

Training Purpose:

Increase the knowledge and skills of municipal officials for prevention, preparation, response and recovery from emergency situations, ensuring effective management and good coordination between institutions at both levels.

Training Objectives:

- Understand the main concepts and phases of emergency management

- Gain knowledge about the role and responsibilities of the municipality in emergency management
- Identify and assess risks at the local level
- Prepare emergency plans and developing effective strategies
- Coordinate actions between central institutions and municipal government during emergencies

Duration:

Two (2) days / 12 hours



X.3. Waste and Water Management

Target Group:

Central and local level officials dealing with waste and water issues as well as officials of companies responsible for waste and water.

Training Purpose:

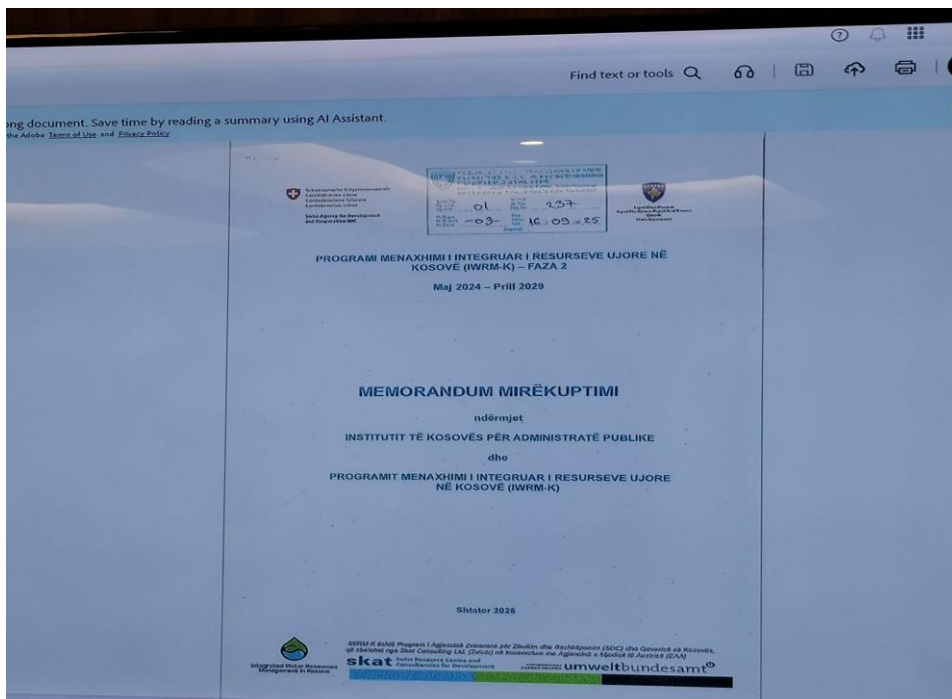
Gaining new knowledge and skills and building staff capacities at the central and local level to manage new processes in the integrated waste and water management sectors, which lead towards meeting EU standards in these areas.

Training Objectives:

- Plan waste and water management system
- Capacity building for effective and efficient management of the waste and water management system
- Gain knowledge on the operational aspects of services and the financial implications of management
- Gain knowledge about monitoring and information systems, and awareness campaigns

Duration:

Four (4) days / 24 hours



X.4. Local Economic Development

Target Group:

Municipal officials engaged in local economic development.

Training Purpose:

Gain practical knowledge and skills for designing sustainable strategies for local economic development, including strategic analysis, activity planning and effective implementation of action plans.

Training Objectives:

- Understand the procedures for drafting and content of a local economic development strategy
- Gaining practical knowledge about strategic planning and strategic analysis methods

- Gain knowledge about the principles of setting strategic objectives and activities
- Gain knowledge about strategy action plans
- Gain knowledge about the strategic monitoring and review process
- Gain practical knowledge of SWOT analysis methods and SMART principles
- Exchange of experiences and identification of legal and practical problems

Duration:

Two (2) days / 12 hours



X.5. Drafting of Municipal Plans

Target Group:

Municipal officials who deal with strategic planning, project management, and local policies.

Training Purpose:

Strengthen the capacities of municipal officials in drafting municipal development plans in accordance with the legal and strategic framework of the Republic of Kosovo, ensuring a comprehensive, coordinated and sustainable approach to local planning.

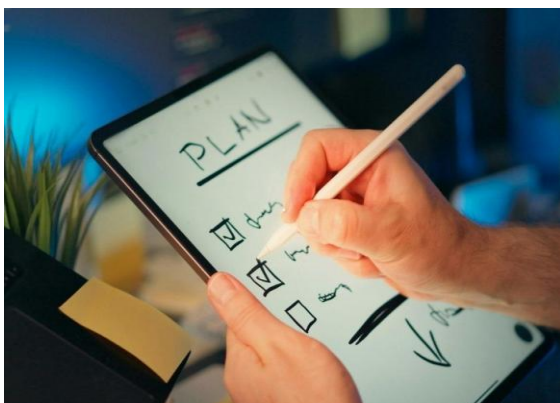
Training Objectives:

- Understand the legal and institutional framework for drafting municipal plans

- Identify and analyze the main components of the municipal plan
- Apply methods for collecting, analyzing and interpreting data for municipal planning
- Involve citizens and stakeholders in the process of drafting municipal plans
- Draft concrete parts of the municipal plan in accordance with the guiding documents

Duration:

Two (2) days / 12 hours



X.6. Regional Cooperation

Target Group:

Municipal officials responsible for inter-municipal and regional cooperation issues.

Training Purpose:

Development of the knowledge of municipal officials regarding legislation, agreements, planning, and activities related to inter-municipal and regional cooperation, including cross-border cooperation between municipalities.

Training Objectives:

- Gain knowledge of the legal framework of inter-municipal and regional cooperation
- Training on the process of preparing cooperation agreements
- Gain knowledge about drafting and presenting project proposals for cooperation

Duration:

Two (2) days / 12 hours



X.7. Design and Implementation of Policies and Strategies at the Local Level

Target Group:

Officials of municipal legal offices, as well as officials involved in the development and implementation of policies and strategies at the local level.

Training Purpose:

Capacity building for the drafting and development of policies and strategic planning at the municipal level, as well as the steps for their effective implementation.

Training Objectives:

- Understand public policies and the different stages in their development
- Gain knowledge for developing strategies at the local level and implementing them
- Gain knowledge about citizen and stakeholder participation techniques in the policy development process
- Understand the process of implementing policies as well as their control and supervision

Duration:

Two (2) days / 12 hours



X.8. Tourism Promotion

Target Group:

Municipal officials who are responsible for tourism and its promotion.

Training Purpose:

Strengthen the skills of municipal officials in developing and implementing effective tourism promotion strategies, increasing the promotion and attractiveness of local and regional tourist destinations.

Training Objectives:

- Understand the basic concepts and importance of promotion in tourism

- Identify and analyze the key tourism markets and segments
- Draft promotion strategies and plans for tourist destinations
- Use various marketing tools and channels to promote tourism
- Assess the effectiveness of promotion activities and improving them

Duration:

Two (2) days / 12 hours



X.9. Urban Planning

Target Group:

Municipal officials in the field of urbanism and spatial planning in municipalities and central institutions.

Training Purpose:

Increasing the knowledge and skills of municipal officials on urban planning concepts, processes and tools, by preparing them to design and implement sustainable and integrated urban plans.

Training Objectives:

- Understand the basic concepts and importance of urban planning in the sustainable development of cities
- Understand the legal and institutional framework of urban planning in Kosovo
- Gain knowledge about the process of drafting urban plans and their types
- Knowledge of the main methods and tools for collecting and analyzing urban data
- Understand the drafting parts of urban plans with emphasis on spatial, socio-economic and environmental aspects
- Learn about the promotion of community participation and inter-institutional cooperation in the urban planning process

Duration:

Two (2) days / 12 hours

X.10. Municipal Property Management

Target Group:

Municipal officials working on property-legal matters and municipal property management.

Training Purpose:

Develop the knowledge of municipal officials about municipal property, namely its identification, registration, categorization, evaluation, administration and management, with special emphasis on the legal aspect and the impact of municipal property on the economic development of the municipality.

Training Objectives:

- Knowledge of public property management policies and practices at the local level

- Identify the factors that influence local economic development
- Identify and assess the potential of municipal assets and their way of use in local economic development
- Implement relevant legislation on municipal property management
- Increase transparency and accountability during the municipal property management process

Duration:

Two (2) days / 12 hours



X.11. Management of Local Own Source Revenues

Target Group:

Municipal officials responsible for municipal revenues, property-legal matters, and tax matters.

Training Purpose:

Raising awareness of the rules and sources of municipal revenues, including taxes, charges, fines and property taxes, as well as building capacities for their efficient management, in accordance with the legal framework and best practices.

Training Objectives:

- Understand the process of planning and realizing municipal own-source revenues in accordance with the municipal budget and their management
- Knowledge of key roles and responsibilities in the collection and administration of municipal revenues
- Learn about the implementation of the legal framework regulating municipal revenues
- Training in the design of long-term policies for securing municipal revenues
- Deepening knowledge about practices for creating financial sustainability at the local level

Duration:

Two (2) days / 12 hours

X.12. Geographic Data Management with Geographic Information System

Target Group:

Municipal officials responsible for geodesy and cadastre, and urban planning and municipal property management officials.

Training Purpose:

Building professional capacities in geodesy and cadastre, focusing on geographic data management through GIS. The training aims to equip participants with both practical skills and theoretical knowledge for the use of GIS in support of urban planning, cartography, property administration and the decision-making process.

Training Objectives:

- Understand the basic concepts of geodesy, cadastre and spatial (geographic) data and their importance

- Knowledge of Geographic Information System (GIS) principles and its application in the municipal context
- Knowledge of using GIS to collect, manage, analyze, and visualize geographic data
- Integrate cadastral and cartographic data into GIS for planning and decision-making
- Develop practical skills for creating thematic maps and reports, based on geographic data
- Improve cross-sectoral cooperation and data exchange at the municipal level

Duration:

Two (2) days / 12 hours

X.13. Administrative Review of Municipal Acts

Target Group:

Legal officers of municipalities; legal officers of the Ministry of Local Government Administration (MLGA) - as the ministry responsible for local government; as well as legal officers of other line ministries and other central-level bodies with legal competence for the administrative review and supervision of municipal acts.

Training Purpose:

Building the professional capacities of legal officers for the administrative review of municipal acts, by providing in-depth knowledge of the legal framework that regulates the relations between the central and local levels in the supervision of municipal acts; the procedures, standards and practices of implementing the relevant legislation; as well as the role of central institutions and inter-institutional coordination mechanisms in guaranteeing the legality of municipal acts.

Training Objectives:

- Gain consolidated knowledge of the purpose and principles of the relevant Law and the process of administrative review of municipal acts
- Learn about the implementation of administrative review procedures for municipal acts
- Identify the roles and responsibilities of central and local institutions in the process of administrative review of municipal acts
- Implement best practices for drafting, evaluating and monitoring municipal acts
- Build professional capacities for inter-institutional cooperation
- Improve the quality of municipal acts and ensuring compliance with the law.

Duration:

Two (2) days / 12 hours

OTHER INFORMATION

Training venue - IKAP building

Our address:

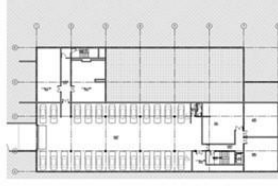
IKAP Building, Pavarësia Street, Hajvali / Prishtina

10000 Prishtina

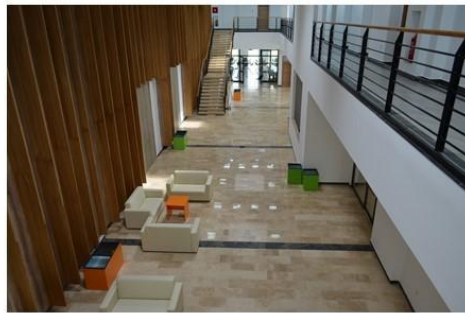
Republic of Kosovo



Bus line *10 B* is near our building.

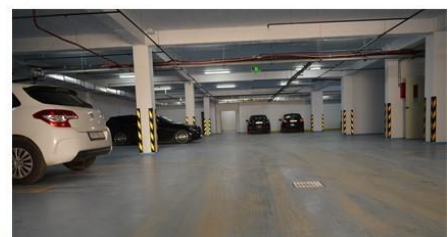


Areas Basement Floor			
No.	Name	Area	Perimeter
219	TEKLE	7.04m ²	10.85m
208	HOSPITAL TEANBE	28.66m ²	35.80m
208	KORIDOR	21.20m ²	24.60m
217	KORIDOR	18.33m ²	22.20m
216	HAPESHA TEANBE	25.36m ²	32.50m
209	ARKON 2	60.26m ²	31.50m
209	EGO	81.26m ²	37.40m
214	SPHALLE	16.50m ²	18.10m
209	LIFE	4.60m ²	8.90m
209	SAGAZHE	152.63m ²	109.43m
213	SHALLEE TEANBE	18.87m ²	21.50m
209	HOSPITAL TEANBE	67.14m ²	35.80m
209	ARKON 1	60.26m ²	31.05m
		1046.20m ²	



There is a restaurant in our building, which is open from 08:00-16:00.

Outdoor parking for 25 cars and underground parking for 25 cars.





There are 8 normal training rooms, 2 IT training rooms, 3 training rooms with translation booths and the building has internet access.



INFORMATION ON TRAINING, REGISTRATION AND CERTIFICATION

Information

See the training offer on our website:

<https://ikap.rks-gov.net/>

We also keep you informed about our trainings through our training information calendar.

Registration

Participation in trainings is usually ensured through the human resources units of public institutions, in coordination with IKAP training officers.

Certificate of participation



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