



## Snapshot on Training Institutions and Programmes in the Public Administrations of the Western Balkan



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The data presented are based on official institutions' available reports and websites and the most recent reports produced by SIGMA (a joint initiative of OECD and EU, principally funded by the EU), which monitors the implementation of Public Administration Principles in the EU Enlargement countries. The available data were collected during July 2023.

A brief expert comment is provided after presenting key facts regarding each administration. The document is accompanied with an Annex of programmes/activities in respective administrations.

**Albanian School of Public Administration (ASPA)**, an autonomous administrative body, is the key institution tasked with providing civil service training in Albania. According to SIGMA, all the requirements for coordinating civil service training are met. The country uses the eLearning platform <https://aspa.gov.al/en/e-learning/>. ASPA offers training modules in numerous subjects, from human resource management to computer security. Each module contains a detailed program with objectives, beneficiaries, duration and training outcomes. The list of training modules is available at the following link: <https://aspa.gov.al/en/modulet-e-trajnimit/>. In 2018, ASPA participated in launching the Leadership Academy Programme to enhance the skills of managers in local administrations. SIGMA assessed that training planning in Albania lacks monitoring of the implementation of training plans. Training evaluation reports are produced, but the conclusions are not always drawn based on the conducted evaluations.

*Brief comment: A more thorough analysis of the training reports should be complemented by the wider-scale monitoring of the implementation of training plans to enhance the overall professional development of civil servants.*

In Bosnia and Herzegovina, the provision of training is in the competence of organisational units of institutions with a broader mandate: **Sector for Training and IT** within the Civil Service Agency of Bosnia and Herzegovina, **Department for Advanced Training and Civil service Development** within the Civil Service Agency of the Federation of Bosnia and Herzegovina, **Department for Training, Improvement of Service Provision and Analytical Affairs** within the Agency for Administration of the Republika Srpska, and **Department of Expert and Administrative Affairs** within the Government of Brčko district (sub-department for human resources). According to SIGMA, Bosnia and Herzegovina has all the requirements for coordinating civil service training. At the level of Bosnia and Herzegovina institutions, efforts were undertaken to train managerial staff during 2022 in line with the specific programme by the organisation of 41 training activities, which encompassed leadership, strategic planning and reporting, human resource management, ethics, development of social skills, EU integration and digital transformation. There is also a general programme for the refreshment of knowledge, specialised training, training for new employees, soft skills training and online courses. The list of training planned for 2023 is available at the following link: <https://ilearn.gov.ba/News/ViewArticle/4339>. The [list of training on EU integration in the third quarter of 2023 can be found at https://www.dei.gov.ba/bs/obuke-bs-7](https://www.dei.gov.ba/bs/obuke-bs-7). Similarly, at the level of the Federation of Bosnia and Herzegovina, the general and specific training programmes are complemented by the training programmes for managerial staff, local civil servants, common assessment framework (CAF) and human resource management. More information on the training offered can be accessed via the following link: <https://hrm.adsfbih.gov.ba/>. Competent Agency in the Republika Srpska has also adopted the five-year strategy to improve training, prioritising training for certain groups (managers) and skills (e.g. IT), which is available here: <https://adu.vladars.net/Podkategorija/22>.

Training institutions in Bosnia and Herzegovina also utilise e-learning platforms.<sup>1</sup> SIGMA assessed that Bosnia and Herzegovina meets all criteria for planning and evaluation of training. However, this is the average assessment for all administrative levels since Brčko District was lagging in all aspects.

*Brief comment: Comprehensive monitoring of civil service training should be established to fill the current data inconsistencies and diverging developments in civil service training between agencies at different administrative levels.*

In Montenegro, **Sector for Training and Development**, an organisational unit within the Human Resources Administration (HRA), is tasked with planning and providing training. However, the 2021 SIGMA monitoring report found no clear institutional responsibility for the central coordination of civil service training. The training activities are offered within the general programmes for civil servants at local and central levels and specific programmes <https://www.gov.me/uzk/obuka>. The general programme focuses on topics such as the constitutional system, human rights and freedoms, gender equality, policy-making and evaluation. Training in each thematic area is further elaborated by the target group, method of realisation, duration, content, and expected training results. Specific programmes focus on public sector accounting, management of pre-accession funds, internal controls and audit, and regulatory impact assessment. Managers are also targeted within specific programme, but the two training cycles planned for 2022 were not implemented due to the lack of interest. SIGMA assessed that training plans were not based on training needs assessment (TNA) in all analysed cases. However, their implementation is monitored, and the realisation rate of training plans is above 50%. Training evaluation is conducted in line with the key principles in the field. In late 2022 HRA presented an eLearning platform with plans to be utilised for the professional development of civil servants.

*Brief comment: Montenegro should utilise the e-Learning platform to ensure the wider training outreach. It should also further its efforts to train managers and ensure links with key managerial competencies while aiming to base all the training plans on previously conducted TNAs.*

In North Macedonia, the provision of training is in the competence of **the sector within the Ministry for Information Society and Administration (MISA)**, named Academy for Professional Development of Administrative Employees, and in specific sectors of the line ministries. The administration is exploring options to enhance institutional coordination of civil service training given the lack of clear legal status of the current Academy. Financial means and administrative autonomy to deliver training successfully were also assessed as deficient. SIGMA in 2021 assessed that there were no existing and implementing central training programme for civil servants in North Macedonia, although institutional responsibility for central coordination of training exists and data on centrally organised courses is collected. MISA adopted the 2023 training general programme (<https://www.mioa.gov.mk/mk-MK/news/godishna-programa-za-genericki-obuki-na-administrativni-sluzbenici-za-2023-godina-4104.nspix>) and the programme for administrative management (<https://www.mioa.gov.mk/mk-MK/news/godishna-programa-za-obuka-za-administrativno-upravuvanje-za-2023-godina-4103.nspix>). However, the training is available only online via the eLearning platform <https://lms.mioa.gov.mk/login/index.php>. The general programme covers 14 subjects, mostly addressing specific competencies (e.g., problem-solving and result-orientation). The proposal of Individual training plans based on the performance appraisal results faces numerous challenges. The administrative management training covers general

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<sup>1</sup>Level of Bosnia and Herzegovina institutions: <https://www.ilearn.gov.ba>, Federation of Bosnia and Herzegovina level: <https://hrm.adsfbih.gov.ba>. Republika Srpska level also established learning management system, according to the information presented in the 2022-2027 Strategy for improving the trainings.

administrative procedures, public financial management, project management and code of conduct. According to the 2021 SIGMA assessment in North Macedonia, the key training planning and evaluation criteria are not met.

*Brief comment: In North Macedonia, better institutional coordination of civil service training should be ensured based on the thorough functional analysis of the current system. Evidence-based planning and training evaluation should be an inextricable part of that process.*

**National Academy for Public Administration (NAPA)** in Serbia is an autonomous administration body which offers training in two general programmes for state and local administrations, two additional programmes for managerial staff in state and local administrations, two specific sectorial programmes of the Ministry of State Administration and Local Self-Government. The 2023 programmes are available at the following link: <https://www.napa.gov.rs/tekst/49/godisnji-programi-obuka-naju.php> It also organises specific events. Its general training programmes are further divided to include introductory programmes for civil servants and programmes for the permanent development of civil servants depending on the areas of work. NAPA also offers training for trainers. All the programmes are linked to specific competencies.<sup>2</sup> The TNA reports are published annually, separately from the training programmes, with details of all the data sources used during the assessment. NAPA also developed a competency framework for experts engaged in training delivery. According to SIGMA, Serbia meets all the criteria for coordinating civil service training, planning, and evaluation. Similar to most of the ReSPA members, NAPA also offers online courses via eLearning platform <https://lms.napa.gov.rs>

*Brief comment: Serbia serves as a good practice model in the region due to its endeavours to enhance trainers' competencies in line with the specific competency framework and thoroughly elaborated training programmes and TNAs. It should thus continue its efforts, ensuring short-term evaluations of NAPA to keep pace with the novel developments.*

In Kosovo<sup>\*3</sup>, **Kosovo Institute for Public Administration (KIPA)** is tasked with providing civil service training. KIPA is an administration body directly subordinated to the Ministry of Internal Affairs and the Ministry's Department for Management of Public Officials which should supervise training implementation. However, since the division of competencies is not always clear, the Government of Kosovo, in July 2023, appointed the Advisory Board to establish the National School of Public Administration of Kosovo. Coordination of civil service training satisfies the key criteria according to SIGMA. Like Montenegro, SIGMA assessed that training plans are not in all analysed cases based on TNAs, although their implementation is monitored and the realisation rate of training plans is above 50%. Evaluation is carried out, but conclusions are not always drawn based on the conducted evaluations. The 2022-2027 Public Administration Reform Strategy stressed that secondary legislation on training modules was not developed, while mandatory training programs for middle and lower-level management and the induction training programme were drafted. The list of available training can be accessed here: <https://ikap.rks-gov.net/trainings>

*Brief comment: Kosovo should persist in its objectives to ensure better institutional coordination of civil service training while ensuring that the planning and evaluation of training programmes meet the key principles and good practices in the field.*

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<sup>2</sup> For example, training for trainers covers their functional competencies (e.g. preparation of presentations), personal (e.g. how to handle demanding participants), and relational (moderation techniques).

<sup>3</sup> This designation is without prejudice to positions on status and is in line with UNSCR 1244 and ICJ Advisory opinion on the Kosovo Declaration of independence

## Annex: TRAINING PROGRAMMES/ACTIVITIES IN THE ReSPA MEMBERS

### ALBANIA

- Ethics and Conflict of Interest - This training exposes participants to a comparative perspective between the legal framework applicable in Albania and the EU, institutional framework, treatment of conflicts of interest, and the ethical dilemmas that accompany us all.
- Social inclusion - The training introduces participants to effective ways of delivering social services to promote social inclusion and how to draft and write specific projects on social service issues, both at the local government and central government level.
- Performance auditing - This training is a great opportunity to understand what a Performance Audit is, what it involves and when it is performed.
- Strategic management – Introduction to the concept of Strategic Planning, as well as to the main models of this planning. The program will serve to identify the challenges and opportunities to be met by the institutions. In the last session of this program, participants will be able to develop and analyse the vision, mission, and philosophy of the organisations to which they belong. The program ends with the analysis and identification of key stakeholders.
- Sustainable development goals - Training is a great opportunity to understand the United Nations' Sustainable Development Goals Document, what it includes, how it will be implemented and what the expected outcomes are.
- Risk management - Risk management has a direct impact on both internal control and the successful management of public finances. This is a process that requires highly skilled individuals with deep knowledge in the field in order to ensure effective risk management.
- Corruption in PA – identification mechanisms and fight against it - Corruption severely impedes economic development, creating a system of inequality, prejudice and nepotism, destroying people's confidence in their state. The program will deal with the corruption phenomenon in depth and will be offered to certain categories of public administration officials.
- Project drafting and management - This training program is a great opportunity to understand the full cycle of project development and management. What are foreign-funded projects? How is a foreign-funded project developed and implemented?
- Office package - updating of your practice and knowledge in IT programmes, re-setting of the core concepts of basic IT programmes that are directly related to the functional tasks.
- E-government - Getting acquainted with the key principles of e-government, basic functions of e-government, knowing the difference between *E-Government* and *IT Management*.
- Computer security (basic) - Why does Information Systems Security exist and why are standards needed? What is the modern look and requirements of organisations for security and standardisation? Why is it important for all employees to be aware of information protection and security?
- Computer security (advanced) - Why does Information Systems Security exist and why are standards needed? What is the legislation in force? What are the innovations of ISO 27001 standard? What are the requirements of organisations and businesses for security and standardisation?

- Discrimination and the burden of proof in PA - to understand that non-discrimination is a key principle for a properly organised and functioning Public Administration.
- Gender equality in decision-making/gender quotes - to understand why it is important to include women in political and public decision-making and to understand the barriers that impede high-level representation of women in decision-making. What are the arguments that legitimise women's involvement in decision-making? Special temporary measures for gender equality in decision-making
- How to develop infographic content for training - Infographics are the newest and most visually appealing way to tell a story, and present data, reports, studies, comparisons, and training, with the aim of keeping the audience interested and engaged.
- Gender analysis and integration of gender perspectives in PA - to understand the equal participation of women and men in all walks of life, not only in terms of equal chances and opportunities for women and men, but also in equal opportunities and benefits in all spheres of life, be them in public, social, cultural, or economic life.
- Technical and scientific processing of documentation - ideal for secretarial, archive and protocol specialists, as it provides them with the opportunity to improve their theoretical knowledge by looking more specifically at file processing through hands-on work
- Public engagement and consultation and measuring system for consultancy process - Public participation and consultation is an ongoing and formal process through which local self-government units collect information and suggestions from citizens, stakeholders and various interest groups on the policies that they design and implement. To evaluate the efficiency and effectiveness of the mechanisms used by local self-government and, consequently, to establish standards and ensure advancement in terms of public participation and consultation at the local level, a monitoring and evaluation system needs to be established.
- Evaluation of regulatory impact - to improve the quality of policy development practices and to conduct an in-depth analysis of legal acts prior to their adoption.
- Media, communication, brand - to get information on: marketing elements, promotions, Communication and Public Relations as well as on managing, researching and budgeting a company's promotion campaign.
- Ethics and conflict of interest - obtaining technical information in the field of ethics and conflict of interest, a comparative perspective between the legal framework applicable in Albania and the EU, the institutional framework, treatment of conflicts of interest and the ethical dilemmas.
- Public investments
- Public-private partnership and concessions
- Civil procedure code
- Horizontal law of administrative procedures
- Negotiation and competitive decision-making
- Presentation with PA - an open forum to debate the key issues related to the reform and modernisation of the Administration.
- Presentation of SAI and HIDAACI to PA - This training is an open forum to debate key administration reform and modernisation issues.
- Presentation of PA to the general directorate of tax - an open forum to debate key issues related to the Administration reform and its modernisation.
- Administrative procedure code and drafting of standard operating procedures - using the new Administrative Procedure Code and how to design a Standard Operating Procedure
- Labour code - Discussions and exchange of experiences aim to increase the level of understanding and training of Public Administration officials in the implementation of its basic law.
- Conflict of interest

- Public procurement (basic, medium level, advanced)
- Monitoring of implementation of the law on civil service - getting acquainted with the legislation and structure of the Law *On Civil Servants* and, more specifically, monitoring its implementation in practice

## BOSNIA AND HERZEGOVINA

### **Bosnia and Herzegovina institutions**

- Managerial training (target group: managerial civil servants)
- Development of social skills in the work environment - soft skills (other civil servants)
- General refresher courses (all civil servants)
- Field of law - specialist training (all civil servants)
- The field of finance - specialist training (all civil servants)
- PR-public relations - specialist training (all civil servants)
- IT - specialist training (all civil servants)
- Foreign languages (all civil servants)
- Training for newly employed civil servants - by invitation
- Online courses (self-study) (all civil servants)

### *Federation of Bosnia and Herzegovina institutions*

#### **General training programme**

- Individual professional training programme (communication skills, stress management and mental health protection, conflict resolution, presentation skills, business communication, coaching...)
- Digital literacy in PA (Excel, digital electronic signature, cyber security, agile management, MS Power BI, Using of LMS platform for blended learning...)
- English language courses

#### **Special professional training programme**

- HR Academy (Strategic management, staff planning and systematisation of working places, performance appraisal, digital instruments for HRM)
- School of Administrative Law
- Public finance
- Management of the legislative process
- European integration
- Professional training programme for implementers of professional training programmes
- Optimisation of public administration
- CAF quality management model

### *Republika Srpska institutions*

#### **Training to be financed from the internal budget**

- Law on General Administrative Procedure - uniform treatment in practice when applying the Law on General Administrative Procedure
- Regulation on office operations and Instructions on the implementation of office operations of administrative bodies of the Republika Srpska

- Expanding the knowledge of civil servants related to office operations in Republika Srpska bodies and the application of the Regulation on office operations and Instructions on the implementation of office operations of administrative bodies in the Republika Srpska.
- Online collaborative tools - train civil servants to use modern technologies in the field of online meetings and learning (e.g. MS Teams, Zoom, WebEx, Moodle, etc.), familiarisation with key concepts of online collaboration, etc.

### **Looking for funds from external resources**

- Practical application of Excel
- Law on Protection from Harassment at Work
- Assessment of the impact of regulations
- Practical application of MS Word
- Improvement of e-mail communication
- Cybercrime - phenomena and dangers
- Specialist training program for IT managers
- Specialised IT training:
- Negotiation skills in a business context
- Strengthening communication and presentation skills (written and oral)
- Legal editing of translation of regulations for the needs of the EI process
- Strengthening knowledge of the English language

## **MONTENEGRO**

### **General training programs**

Computer courses

### **Special professional training programs realised in cycles**

- Training program for managers
- Training program for new employees
- Education Program for Andragogic Training (ToT)
- Impact Analysis (RIA) training program
- Training program for Accountants in the public sector
- Training program for Internal Auditor in the public sector

### **Special professional training programs**

- Professional training program for internal auditors in the public sector
- Specific training program for acquiring and improving knowledge, skills and abilities in the field of management and internal controls in the public sector
- Management of IPA funds
- Improvement of knowledge and skills in the field of inspection and communal supervision at the local level
- Specific training program for judicial and prosecutorial administration

### **Accredited programs**

- Acquiring key skills for human resource management



- Strategic planning
- Communication with the public in the public sector
- Job of integrity managers

## NORTH MACEDONIA

- Problem-solving
- Learning and development
- Communication skills
- Achieving results
- Cooperation with colleagues
- Strategy and innovation
- Orientation towards the client
- Management and development
- Change managers
- Creating and defining policies
- Evaluation of programs and policies
- Equality and non-discrimination
- Mentorship
- Regulatory impact assessment

## SERBIA

### **General training program for civil servants**

- Preparation for taking the state exam
- My workplace (inspection supervision, legislative process, general administrative procedure...)
- Continuous training program for civil servants
- Administration in the service of citizens and businesses
- Protection of human rights and data confidentiality
- Prevention of corruption
- Public policy and governance support
- Normative process
- Inspection supervision
- Administrative procedures
- Financial material business
- Public procurement
- Internal audit
- Human resources management (strategic human resources management, personnel planning, job description analysis and creating regulations on the internal organisation and systematisation of workplaces. Methods and techniques of personnel selection, assessment of competencies, career counselling, setting organisational goals, mobbing)
- International cooperation and European integration
- Management of programs and projects and international development aid

- Public Relations
- IT jobs
- Data management
- Foreign languages
- Digital literacy
- Business communication
- Personal development
- Training of implementers
- Training program for managers in state bodies

### **1. Training program for newly appointed officials**

- Orientation, achievement of results, I and my team, etc.

### **2. Training program for civil servants in the position**

- Strategic management, finance and efficiency
- Leadership role
- Self-management
- Management of public policies
- Design of services
- Transformation of the way of management
- EU membership

### **Skills acquisition workshops**

- Individual coaching,
- Solving ethical dilemmas,
- Public speaking and media training.
- Training program for managers in local self-government units

### **Training program for state officials who are preparing or who are in management workplaces**

- Management of public policies
- Internal financial control (online)
- Financial management and control in the public sector
- Basics of managerial responsibility (online)
- Modern concept of human resource management in state administration
- Performance monitoring and evaluation of work performance
- Transformation of management methods EU membership
- Project cycle
- Building organisational culture
- Employee motivation
- Employee development methods
- Achieving psychological safety in the workplace

### **General training program for employees in local self-government units**