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**Public Administration Reform in Kosovo**  
**Strengthening the Role and Capacities of Kosovo Institute of Public**  
**Administration**

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## Table of Acronyms

APR .....	Annual Progress Report
BA .....	Bachelor
BBS .....	Bachelor of Business Studies
CEE .....	Central and Eastern European
CEO .....	Chief Executive Office Cooperation Development
CSTC .....	Civil Service Training Centre
CoM .....	Council of Ministers
DCA .....	Department of Central Administration
DoPA .....	Department of Public Administration
DFID.....	Department for International Development, UK
EC.....	European Commission
EAR .....	European Agency for Reconstruction
ECLO .....	European Commission Liaison Office
EPAP .....	European Partnership Action Plan
EU .....	European Union
HEC .....	The Expertise Centre
HR .....	Human Resources
HRM .....	Human Resources Management
ICT .....	Information and Communication Technology
IPA .....	Institute of Public Administration
IT .....	Information Technology
JIAS .....	Joint Interim Administrative Structures
KIPA .....	Kosovo Institute of Public Administration
LCS .....	Law on Civil Service

LIPA.....	The Lithuanian Institute of Public Administration
MA .....	Master of Arts
MDG .....	Millennium Development Goals
MEI .....	Ministry of European Integration
MPA.....	Ministry of Public Administration
MPS.....	Ministry of Public Services
NGO .....	Non-Governmental Organization
NISPAcee .....	The Network of Institutes and Schools of Public Administration in Central and Eastern Europe
OECD .....	Organization for Economic co-operation and Development
OPM .....	Office of Prime Minister
PAR .....	Public Administration Reform
PISG .....	Provisional Institution of Self Government
ReSPA .....	Regional School of Public Administration
ROI .....	The Dutch Institute of Public Administration
SEE .....	South East Europe
SIGMA .....	Support for Improvement in Governance and Management in Central and Eastern Europe
SPAC .....	Senior Public Appointment Committee
SPAR .....	Strategy of Public Administration Reform
TIPA .....	Training Institute of Public Administration
TNA .....	Training Need Assessment
ToT .....	Training of Trainers
UNDP.....	United Nation Development Program
UNMIK.....	United Nation Mission in Kosovo

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## **Executive Summary**

This capstone project is addressing the challenges of Public Administration Reform (PAR) in Kosovo with focus on strengthening the role and capacities of the Kosovo Institute of Public Administration (KIPA), the KIPA is a critical institution for ensuring a successful implementation of the Strategy of Public Administration Reform.

During research, it was noticed that countries aspiring to join the European Union have undergone serious reforms in their public administration, in search for good governance, and improvement of administrative efficiency, also the promotion of the devotion of public sector staff to democratic values, ethics and respect of the rule of law.

In this regard, this capstone project makes comparative analyses between six countries, including Kosovo, and their civil service training centers. These countries and their civil service training institutions, have witnessed and are witnessing the ongoing changes, influenced by significant reforms of public administration, and also very much influenced by the process of European Integration.

The KIPA stakeholders main concerns, that have emerged from conducted survey, are the government budgetary allocation for KIPA and the professional skills of the KIPA staff. In this regard, 92% of respondents considers that KIPA is under financed (fig. 0.1), and an interesting very mixt perception it was expressed about the level of professional skills of the KIPA staff. This way, a significant percentage of respondents, 61%, consider that the skills of KIPA employees are partially or totally inadequate (fig.0.2), against 3% of respondents that considers them as a adequate.

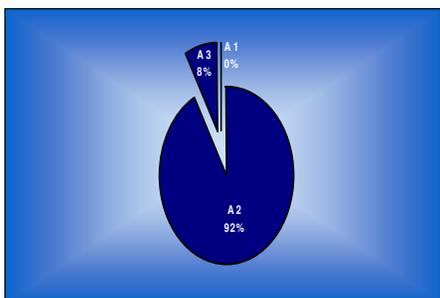


Fig. 0.1 Satisfaction on budgetary allocation

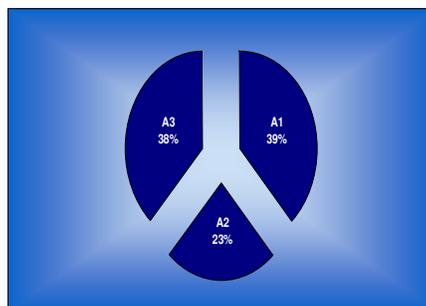


Fig. 0.2 Perception on professional skills of the KIPA staff

This Report offers an objective assessment of the current role, legal framework and capacities of KIPA. This assessment is based on comparative analyses made and on experiences of the countries in transition studied in this report, and also using the best practices of developed European countries. It recommends concrete steps towards accomplishment of the

This report, considering the very important role that KIPA has in the process of implementation of PAR, offers short and mid term recommendations to KIPA. Furthermore, the report recommends concrete strategic development objectives, which are in line with the development paths undergone by a similar civil service training institutions, from European Union member states.

In this line, reports main recommendations to KIPA can be considered:

- Adoption of Law on KIPA, that defines KIPA as a market-like and client driven training institution;
- Establishment of KIPA Executive and Advisory Board's ,and
- Twinning with a similar institution from one of the EU countries.

In addition, the report recommends to the Government of Kosovo introduction of mandatory training budget, which will not be lower than 1.5 % of salary budget, and targeting level of 3% by 2015.

## **Chapter one**

### **Kosovo Public Administration and its Reform**

“An efficient, responsive, transparent and accountable public administration is not only of paramount importance for the proper functioning of a nation; it is also the basic means through which government strategies to achieve the MDGs can be implemented” (UNDP,2004,pp.1). Expectations regarding the role of public administrations in modern societies have radically changed during the last decade. The new era of globalization driven by a rapid advance of communication and information technologies have greatly contributed to a new perception of the most advantageous “typologies” of public administrations.

All former socialist/communist countries, including those in a post-conflict situation as Kosovo is, have undertaken reform of their national governance systems. These countries, as an alternative to traditional hierarchical, authoritarian and rigid model of public administration have chosen a new model that is based on continuous dialogue and partnership with various social actors working jointly for the public good.

This process itself has incorporated the re-definition of the role of the state in public management, offering a partnership in service delivery, to the private sector and civil society.

#### 1.1.1 Kosovo Public Administration

Prior to the 1998 – 1999 war in Kosovo, the state administration was “purified or cleansed” of non-Serb civil servants and replaced by Serbs. The administration was managed from Belgrade, through a centralized “chain of command”.

With the establishment of the Provisional United Nation Civil Administration in Kosovo, known as UNMIK, the Serb civil servants left Kosovo and they were quickly replaced by

Albanians. These new comers to the civil service, the majority of them, were totally inexperienced, especially those at the central level, while those at the municipality level were the same ones that were driven out by the Belgrade authorities a couple of years prior to the conflict. However, regardless of their previous experience, this civil service was totally unprepared for the challenges of post war Kosovo.

Therefore, the capacity building of a newly established public administration in post war Kosovo has required immediate actions at three levels, specifically, the environment, the organizational level, and human resources.

The UN Civil Administration, UNMIK, had organized themselves into four Pillars:

- Pillar One, Humanitarian Affairs, under the responsibility of the UNHCR, in charge of the humanitarian aid program. In 2001, this Pillar was known as “new Pillar One” of “Law Enforcement and Justice”
- Pillar Two, Civil Administration, under the responsibility of the UN itself, was in charge of the daily administrative management of public affairs;
- Pillar Three, Democratization and Institution Building, under the responsibility of the OSCE Mission in Kosovo; and
- Pillar Four, Economic Reconstruction, under the responsibility of the EU.

The UNMIK and Kosovo’s main political parties, in December 1999, reached an agreement on a Joint Interim Administrative Structure (JIAS), formalized through UNMIK Regulation 1/2000 of January 2000.

JIAS were comprised of initially 14 and later 20 Administrative Departments<sup>1</sup>. These Departments exercised “the ministerial powers”, and they were co-headed by one international representative (appointed by UNMIK) and one local “Minister” (appointed by Kosovo political parties).

Among this JIAS Administrative Department, the Department for Public Services was established through UNMIK Regulation No. 2000/12, March 2000.

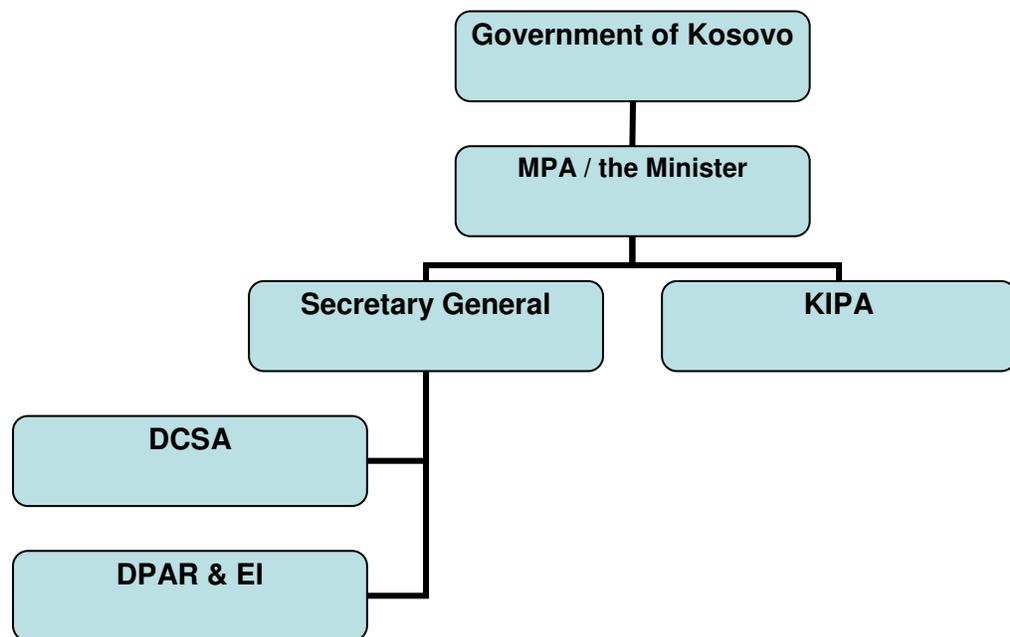
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<sup>1</sup> Kosovo-UNMIK Joint Interim Administrative Structure – Implementation Plan, 7 February 2000.

The Department of Public Services had a duty to develop the legal framework of public services and the Kosovo civil service, including the development and implementation of strategies on human resources, employment and training<sup>2</sup>.

During the period, 2000-2002, the training activities were organized mainly by the OSCE Mission in Kosovo, UNDP, EAR, DFID and other governmental and non-governmental organizations. Characteristics of these trainings were that they had been ad-hoc and uncoordinated.

Figure 1.1 Government chart – the main stakeholders in PAR



### 1.1.2 Kosovo Civil Service

In September 2001, through UNMIK Regulation 2001/19, the Provisional Institutions of Self-Government (PISG) was established, and immediately after the 2001 elections, UNMIK began to transfer the powers to elected representatives. Through this Regulation, more precisely Annex IX, The Ministry of Public Services was established with the

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<sup>2</sup> UNMIK Regulation no 2000/12, article 2.1 (c) and article 2.2 (i).

objective, among others, to create a multiethnic, apolitical, professional and accountable civil service and to develop and coordinate human resources development policies<sup>3</sup>.

Also, in December 2001, a Civil Service Regulation was adopted by UNMIK (Regulation No. 2001/36). Based on this Regulation, the governing principals of Kosovo Civil Service, among others, should be equity, integrity, transparency, honesty and accountability.

One of the most appalling deficiencies of this Regulation is that an obligation of the employment authority to either ensure the professional development of civil servants, or the right of the training of civil servants was not mentioned in any article.

However, the Ministry of Public Services, transformed into the Ministry of Public Administration by the Decision of the Government n. 04/63, May 2009, and there is a very important Department for Administration of Civil Service, which has as main tasks to ensure the development of a legal framework and policies on trainings and human resources development of the civil service.

In 2003, the United Nation Mission in Kosovo (UNMIK) with the initiative of Ministry of Public Services, through Administrative Direction (UNMIK/DIR 2003/25) established the Kosovo Institute of Public Administration (KIPA), to provide systematic civil service training for all levels of the public administration (ministerial, municipality and agencies).

Finally, the Kosovo Parliament, in July 2010, adopted two very important Laws that regulate the Civil Service in Kosovo (Law on Civil Service of Kosovo and Law on salaries for Civil Servants of Kosovo). These laws, together with the Law on the State Administration are expected to be approved in following months, and will close the circle of civil service legal framework.

Taking into consideration the fact that, since after the war the major player and the main donor, and lately acting as a “sectorial donor leader<sup>4</sup>”, in reform of Kosovo Public

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3 UNMIK Regulation 2001/19, Annex IX (i),(ii)

Administration, is British DFID, it is understandable that Anglo-Saxon traditional administrative position-based system (UK, USA and New Zealand) have prevailed over career based civil service system.

However, a career-based system remains the “wished alternative” for most countries in transition, and Kosovo does not make an exemption. But, as a career based system it is considered a more complicated system which requires well established personnel records that allow tracking of individual career records. This was not possible to be included as an alternative in the early stages of development in Kosovo.

### 1.1.3 Kosovo Public Administration Reform

Since 1999, in Kosovo, a lot of effort has been instigated by successive governments, including JIAS and UNMIK structures, in the establishment of a modern Kosovo public administration,.

In one of the first Training Need Analyses of the Kosovo Civil Service, undertaken by UNDP and SOROS in November 2002, the Kosovo civil servants were characterized as “approximately 90% ... with out any experience on human resources management”<sup>5</sup>,and continuing , after six years, with SIGMA’s<sup>6</sup> “Assessment for Public Sector and Administrative Framework” 2008 (pp.20), illustrative description of the Kosovo civil service and its administrative framework : “.... poor professionalism, politicization, lack of qualifications and motivation of civil servants, inconsistent and incoherent legislation, insufficient management and co-ordination capacity and mechanisms, undeveloped training and unclear institutional roles”. This indicates that very little had been achieved in this six years period.

Furthermore, The European Commission in the Progress Report 2008 (pp. 12), is on the same lines: “...Civil servants continue to be vulnerable to political interference, corruption and nepotism. “... despite some progress related to the adoption of an action

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4 Information obtained from MEL, Department for Coordination and Strategy

5 UNDP & SOROS,” Training Need Analyses for Kosovo Civil Service”, 2002,pp.26

6 SIGMA– a joint programmes of the EC and the OECD, mainly financed by the EC, that assists countries in improving their governance systems

plan and some legislation, public administration reform still needs to be implemented. The most important legal acts remain to be adopted...”.

As a reaction to the above described situation, and with a scope of developing an effective, efficient and accountable public administration, the Government of Kosovo, in 2007, adopted “The Strategy for Public Administration Reform 2007-2012” (SPAR) with its long term vision of establishing “..... a modern public administration that enjoys the trust of citizens and ensures the efficient implementation of the role of the state in line with the law and supports the overall development of the country”, with a mid-term period mission of building “a professional, transparent and responsible Public Administration based on merits and which meets the needs and requirements of the citizens and institutions” (SPAR pp. 10). This Strategy was followed with a very ambitious Action Plan.

The Strategy is updated on an annual basis, and the European Commission Annual Kosovo Progress Report has a decisive impact in “refreshment” of this Strategy.

It can be concluded that the process of Reform of Public Administration has noticeable progress, however, a lot still needs to be done.

Furthermore, in October 2009, with the objective of a more effective monitoring of the implementation of the Public Administration Reform Strategy and its three year Action Plan<sup>7</sup>, the Ministry of Public Administration established the Department for Public Administration Reform and European Integration<sup>8</sup>.

## 1.2. Project description

One important decision in this capstone project was to decide which research approach to use and how “the theory” would be used during the research process.

Therefore, in fulfilling the indicated purpose of this capstone project, the research methodological approach was of a normative qualitative nature.

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<sup>7</sup> The plan was adopted in 2009

<sup>8</sup> The Administrative Instruction MAP 05/2009

According to Robert K. Yin (2003), case study research is most appropriate when researchers are interested in learning how or why something occurs, when the research focuses on contemporary events, and when no controls of behavioral events are necessary. So, firstly, the interest was in finding out how and why the KIPA does not perform as it was expected to and what are the blockages that prevented it from developing its capacities to the desired level.

The first step involved a review of documents of the KIPA, in particular strategic documents and policy documents that refer to the KIPA engagement and possible customer based relationship policy.

In addition, secondary sources such as books, articles and in particular reports have been largely used. Moreover, different very valuable reports, prepared by different consultancy groups that offered support to the government of Kosovo in preparation for PAR, were of great use.

These documents have offered an opportunity for comparative analyzes between the case studies from different SEE countries and Kosovo itself.

As part of this stage, the homepage of the public administration training institutions of EU Member States and candidate countries, and also the public administration strategic documents of countries from the region were analyzed.

As a second step, a set of interviews and questionnaires were carried out with KIPA, MPA and OPM officials. These groups of officials were carefully selected, based on their duties, responsibilities and experience as part of institutions that are very closely linked with the KIPA. More specifically, these officers in charge of policies and strategies of Human Resources Development, Strategic Planning and Communication and Public Relation of the KIPA, the MPA and the OPM's Legal Office, were selected. The essences of the questions, during research/interview, were how? and, why?, and not how many and how often?

Wishing to remain ethical during this research, it was a key aim to stay true to the main ethical principles described by Diender & Crandall, (1978), whereby respecting the privacy of participants. Steps to correctly inform all the participants about the research and to show them the possibility of withdrawal from the process, were also taken.

This capstone project is expected to contribute to a better understanding of the function of a modern and market driven institutions, which will no longer be the only choice for the training of civil servants, but the best choice for the continuous professional development of civil servants, but not limited to them.

Furthermore, this report, offers evidence based recommendations to decision-making institutions in the Government and the management of the KIPA It is expected to strengthen the credibility of the KIPA, in order to clarify the role and capacities of KIPA. This will in return enhance the process of PAR.

Finally, the recommendations offered by this capstone project will contribute to an increased motivation, attracting a professional élite and ensure the long-term commitment of individuals to work in the public sector, and KIPA.

## Chapter Two

### International Current Trends

#### 2.1. The current patterns and trends

Before starting analyzing, discussing and presenting the findings of this project, it is of great importance to describe the predominant models of Civil Services and the training systems developed by Western European countries, and later were adopted by countries in transition.

Based on different studies of various scholars that are and have been dealing with Reforms of Public Administration, there is a huge variety of Civil Service models and also different training systems and institutional structures of training and human resource development, which supports those systems. Western European countries use, mainly, two designs of Public Administration and therefore civil service systems, and training schemes that match these systems.

#### 2.2 Civil Service Systems

In Europe, we can distinguish two main civil service models, the “Position Based System” (the Open System) and the Career Based System (Closed System). In brief, the key characteristic of the two types of civil service, career based or– position based – of two training systems – pre-service or in-service, can be summarized as follows:

*Career-Based* civil service systems, as their name clearly implies, are those where individuals have a high expectancy of spending much of their working life in public administration. This system means financially slightly lower benefits compared to the more risky private sector, but provides health, pensions and redundancy benefits. Job security is higher, but also higher standards of conduct and performance may be expected.

This system is characterized by the development of a career path for each individual, through upgrading of qualifications, merit based promotion, incremental financial

rewards, all of which are realized by establishing organized training, performance and evaluation systems. Another characteristic of a career based civil service is mobility which is facilitated by a common framework – of standards, grades, job classifications, salary – across all branches of the same public administration so employees know where they are in relation to where they were. Hence, posts will be filled, generally, by selection from within the service, and the preservation of competitiveness encourages and permits competition.

*Position-Based* systems mean that all posts are filled through open competition between all applicants, internal and external, without any advantages. This system is more rigid as far as promotion and mobility is concerned, because a post is there only while a job is there and once the job has been completed the post “vanishes”. The financial rewards reflect the open market but there will be very few additional long-term benefits such as health, pension and redundancy schemes, except in the cases where there are contract based arrangements. Recruited personnel are field experts so basically in-service training is unlikely to be offered.

Nowadays, we are witnessing more and more public administrations that are mixing both systems, with some characteristics of each. This way they are trying to keep inside of their civil service system, the best of the best.

### 2.3 Civil Service Training Systems

A number of civil service systems, for example the British, are orientated towards an in-service training system, and pays modest regard to pre-service training. Also, during the selection process, the British system pays little attention to specificity of pre-service education, taking into account individual general level of education, level of graduation. This system can be considered as that of continuous in-service education. These trainings are specific, short and goal focused.

Contrary to this, the French system pays more attention to education received prior to employment, and known as a pre-service system. This is probably a result of the well known and famous schools of public administration.

In most of the CEE and SEE countries analyzed, according to the transition period legal framework, but also the one in force, participation in training is considered not only a

right but also an obligation of civil servants to attend. This is clearly stated in the most recent legal acts of Croatia, Kosovo, as well as in Albania. In some cases, Kosovo and Rumania<sup>9</sup>, through scholarship schemes, this right is regulated by an obligation to work in public administration for a certain period of time after completion of such an education.

#### 2.4 Legal Status of Civil Service Training Centers

Legal status of Civil Service Training centers differs from country to country, while the for example of the Slovenian Administrative Academy and the Albanian Institute for Training of Public Administration are part of the Ministries of Interior, and the Hungarian Institute of Public Administration enjoyed the “luxury” of the OPM before being transferred to the Ministry of Interior, or others as Croatian CSTC being part of MPA. Some others civil service training centre, as Public Administration Reforms progressed, have changed their status from State owned Institution to non-profit and non – governmental organization, and private one, as Irish IPA and Dutch ROI.

However, the legal status of these training institutions continued to change in different development fazes of RAP, however, civil service training institutions were and are under auspice of the ministry that is in charge of public administration, that are also in charge of Public Administration Reforms.

#### 2.5 Funding of Civil Service Training Systems

In most of the EU Member States, the training of civil servants is funded in two ways:

- Decentralized training funds – funds are allocated to the employing institution which manages training funds and makes payments for training services to the training institution. and
- Centralized training funds – funds are allocated to assigned civil service training institutions. This way can be considered as “free of charge” training for the employing institution, and

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9 In Kosovo “The Young Cell Scheme” and in Romania “The Young Professional Scheme”

- Also in some countries, governments use the mix funding systems, and the reason for that are the specialized training needs of the institutions. These specialized trainings have to be delivered internally, by personnel units of the institutions or contracted out to specialized non public training entities.

## 2.6 The comparative case studies

After consulting the specifics of different countries, we find most suitable for our comparative study, these countries:

1. *Albania*, considered in the same stage of PAR and in the same stage of EU integration process with Kosovo;
2. *Croatia*, in advanced stage of PAR and one step away from EU membership;
3. *Lithuania*, considered a leader in PAR, among the 5<sup>th</sup> EU enlargement group of countries, and
4. *Ireland*, respectively The Institute of Public Administration from Dublin, a very good example of intensive investment in PAR and human resources. Member of the EU since 1973.
5. *The Netherlands*, respectively the Dutch Institute of Public Administration (ROI), a totally independent Institute and The Netherlands as one of the EU founding states.

As it can be noticed, these countries are in different phases of European Integration process (potential candidate countries and candidate countries), and member states from different enlargement groups, and also one of the EU founder country.

Even though the European Integration Process it is not a subject of study of this Project Report, but big impact that this process is having on Public Administration Reforms of the countries that aspires EU membership, has to be taken under consideration throughout the study. Furthermore, evermore presence of the so called concept of “commune European Administrative Space”<sup>10</sup>, it can not be disregarded.

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10 The concept of a common European Administrative Space was developed to make the Copenhagen criteria operational in guiding state reforms (.Sigma paper: 23, 1998, Preparing Public Administration for European Administrative Space)

Table 2.1 State case studies comparative matrix

Indicator	Civil service system	Legal Framework of CSTC	Permanent staff	Training personnel	Training Programmes	Budget
Kosovo	Position-based	KIPA- Part of MPA	16	161	44	€ 131.050 (2009)
Albania	Position-based	TIPA-Part of DoPA	20	130	316	€ 310.000 (2009)
Croatia	Position-based	CSTC - Part of MPA	18	~ 200	112	€ 800.000 (2008)
Lithuania	Position-based with elements of career based system	LIPA- Part of MIA	18	150	16	€ 860.000 (2010)
Ireland	Career – based with elements of Position based	IPA-Charity organization status – under auspice of MoF	99	No specific data is available		€ 16 mil (2009)
The Netherlands	Position Based	Independent foundation since 1993	55	450	93	€ 11 mil (2009)

\* Data source: Annual reports of training institutions

## Chapter Three

### International case studies

From comparative analyses of these countries, civil service systems and training systems and their training institutions, we can conclude that there are various legal arrangements within different institutional settings, but we can also conclude that they share numerous

common features, as they generally have analogous mandates and missions and with a common objective to create a skilled, knowledgeable and more accountable civil service. We now consider further detail the case studies from Albania, Croatia, Lithuania, Ireland and the Netherlands.

### **3.1. Albania**

In Albania, the Civil Service Law of November 1999, still in force, establishes the obligation of training for civil servants during the probation period and in cases of a change of position or job description, but in addition this Law grants, to all civil servants, the right to continuous professional training.<sup>11</sup> The Civil Service Law – CSL (article 4) established The Department of Public Administration (DoPA), with one task of managing the civil service in central institutions, but also the creation of policies and strategies for the CS, including training policies. The 1999 CSL established the DoPA within the Prime Minister’s Office (PMO), but at the end of 2005 the DoPA was transferred to the Ministry of Interior.

Albanian civil service is a Position based System, so the vacant positions are being filled through open competition and not by internal staff mobility or through internal promotion.

#### Training Institute for Public Administration (TIPA)

The Council of Ministers (Decision no. 315 of 23 June 2000) establishes the Training Institute for Public Administration (TIPA), amended in 2004<sup>12</sup>, TIPA functions under a legal framework set up by governmental decree, the Government Decree “On Functioning of the Training Institute of Public Administration”<sup>13</sup>. TIPA has its Advisory Board composed of General Secretaries of Line Ministries, representatives of the University and the DoPA. TIPA functions under the direct supervision of the DoPA,

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<sup>11</sup> Paragraph 12 of CoM Decision no. 315 of 23 June 2000 and articles 14 and 24 of the CSL

<sup>12</sup> Decree of the CoM n° 242 (16.04.2004).

<sup>13</sup> Decree of the CoM n° 714 (18.11.2005).

which approves TIPA's working plans and annual reports. It is directed by an advisory board composed of the secretaries general of ministries and representatives of universities, and it runs its activities under the direct supervision of the DoPA.

The staff, TIPA has 20<sup>14</sup> permanent employees, are administrative and training program managers and do not deliver any training.

TIPA by now has a list of certified trainers offering quality service in the area of public administration. TIPA, since its foundation has organized a series of ToT programmes for trainers, specializing in a targeted range of fields. The main suppliers of trainers are institutional however with differing backgrounds. Approximately 55 % of the trainers are civil servants and universities' staff (22%), the rest (23%) are trainers from NGOs and private training providing institutions. <sup>15</sup>.

i. The Services

TIPA's training package is prepared based on TNA's, but also lately benchmarking technique (identification and adoption of best practices) is emerging, effectuated not only on the level of central administration, but also on the level of local government's administration.

TIPA's package of training modules aims to train decision-makers, senior managers, operations managers, HR managers and several other categories of civil servants.

In addition, the tailor-made courses are offered as a supplement to the "standard programed" courses and are to be considered as an addition to these "standard" courses. Lately, as the EU integration process is progressing, an increasing number of courses on EU-related matters have been designed for a wide range of target groups. This specialized area was largely inspired and financially supported by EU projects.

Based on the 2009 Activity Report of TIPA:

- 316 courses were organized;
- 6651 Civil servants have attended trainings;

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14 Source <http://www.itap.gov.al/new%20web/html/stafi.htm> ,accessed on 18.09.2010

15 Source: TIPA website [www.itap.gov.al](http://www.itap.gov.al)

- 833 training days were registered, and
- 130 trainers were contracted.

ii. The Funding

The TIPA's financial resources are as follows:

- State Budget allocation;
- Donors, mainly foreign;
- Training beneficiary institutions

For the participants, civil servants, training is free of charge.

The TIPA budget for 2009 was 38,752,009 Lek, of which **14,985,009** Lek (approx. €310,000) or 39% was for training activities.

### **3.2. Croatia**

Croatia is a good example of a civil service system that is based on a merit based system with equal opportunity, known as position based system. Croatia, on its path towards integration into the EU, is a good example of effective and very aggressive Reforms of its PA. In this regard, in the past decade Croatia has adopted a series of legal documents that are putting the civil service and its development to the very front. The main acts that regulate this field are:

- Civil Service Act<sup>16</sup>;
- Regulation on Civil Servants Training Forms, Manner and Conditions<sup>17</sup>;
- 2008-2011 Civil Service Reform Strategy;
- Strategy on Vocational Training and Professional Improvement of Civil Servants 2005-2009

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<sup>16</sup> Official Gazette 92/05 , 107/07 and 27/08,Croatia

<sup>17</sup> Official Gazette 10/07,Croatia

- 2004-2009 Civil Service Professional Training and Education Strategy;
- 2010-2013 Civil service Human Resources Development Strategy ,

In Croatia, as in Albania, The Civil Servants' Act emphasizes the obligation of civil servants to become involved in the mandatory training programmes. This further emphasizes the need of continuous training for the better performance of the Croatian Civil Service.

#### Civil Service Training Centre (CSTC)

In Croatia, the main civil service training providing institution is the Civil Service Training Centre (CSTC), under the management of the MPA. In addition, there are several more specialized training institutions such as the Diplomatic Academy of the Ministry of Foreign Affairs and European Integration, the Judicial Academy of the Ministry of the Ministry of Justice and the Academy for Local Democracy.

However, our focus is on CSTC which was established in 2005, and acts as the main institutional body responsible for promoting and implementing training programmes that are designed based on TNA carried out by authorized governmental bodies.

CSTC has 18 permanent staff and approximately 200 contract based trainers, and since its foundation over 900 civil servants have attended different training programmes<sup>18</sup>. Most of the CSTC, approximately 150 trainers, are civil servants, certified through ToT programmes. These trainers undergo licensed examinations organized by the CSTC.

In Croatia, the Decree on the Forms, Modalities and Conditions for Training and Education of Civil Servants, in force since February 2007, is a very detailed Act that regulates, among other issues, the financial compensation of trainers.

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18 Data obtained from CSTC "Training Catalogue 2010", accessible on [http://www.uprava.hr/index.cgi?A=plan\\_provedbe](http://www.uprava.hr/index.cgi?A=plan_provedbe), on 18.09.2010.

i. The Services

Based on The CSTC 2008 Annual Plan, Training, Plan that was based on the “Report on the Civil Servants TNA for 2008”, activities are divided into 6 groups of training programmes:

- Introductory programmes (“new comers” in civil service);
- Specialized programmes ;
- Personal Development programmes;
- Career Development programmes; -
- Management programmes, and
- various tailor made training programs

In Croatia, the main target groups of civil servants identified for training, and similar to the Albanian case, are:

- Executive level managers;
- Professional level civil servants;
- General support level civil servants; and the group that is an exception to the Albanian case
- Politically appointed post-holders in the civil service.

ii. The Funding

The CSTC, is entirely financed by the State budget. The CSTC 2008 Budget was 6 million Kuna (approximately € 800, 000) for training activities only<sup>19</sup>;

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<sup>19</sup> Civil Service Training Systems in Western Balkan Region, ReSPA, 2008

### **3.3. Lithuania**

Lithuania is considered, by many analysts, as a frontrunner, among countries from the 5<sup>th</sup> EU Enlargement<sup>20</sup>, as far as PAR and the level of professionalism of the civil service is concerned. (SIGMA paper Nr.44, 2009, pp. 7)

Lithuania adopted a Law on Officials in 1995, which was substituted by a Civil Service Act in 1999. This has been amended so many times since then, even after accession to the EU in May 2004, that it shows and factualizes the determination of the Lithuanian political élite for continuous professionalization of its Civil Service.

The Lithuanian civil service system is a Position-based System, with some elements of career-based.

During the period of precession to the EU, reform driving period, responsibility for civil service policies was given to the Ministry of Public Administration Reform and Local Authorities. Since 2002, the Civil Service Department has been a part of the Minister of Interior, and its Director accountable directly to the Minister of Interior. The department's mandate consists, among other issues, on reform development and training development.

In the "2010 Strategy for Administrative Reform", The Government of Lithuania, highlighted a very important issue of administrative capacity-building though training is at the heart of the document.

Lithuania has a decentralized training system, with numerous certified training centers, certified by the Minister of the Interior, which delivers training courses to civil servants and The Lithuanian Institute of Public Administration is one of them.

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<sup>20</sup> Estonia, Lithuania, Latvia, Poland, Czech Republic, Slovakia, Hungary and Slovenia

### The Lithuanian Institute of Public Administration

The Lithuanian Institute of Public Administration (LIPA) was established in 1999, by a Decision of the Lithuanian Government, and is part of the Ministry of Interior.

The LIPA acts as the main civil service training providing institution. A number of ministries have established their own specialized training institutions. Moreover, the Government of Lithuania has given the right to “buy” training services from private companies, universities and NGO’s.

The LIPA has developed its own Development Strategy 2007-2010. Prior to EU accession, the target groups and the training modules did not differ from the ones described in the cases of Albania and Croatia but, by becoming a full member of the EU, the priorities of PAR of Lithuania have changed, so LIPA’s target groups and modules have changed.

Therefore, a part of the implementation of Civil Servants Training Strategy 2007 – 2010, LIPA’s priorities have shifted towards “development of training courses according to priority objectives of training of civil servants in preparing and updating training programmes about the EU with a particular focus on Lithuania’s preparations for presidency of the EU, improving administrative capacities of civil servants who will represent Lithuania before the EU authorities and the ability of citizens of the Republic of Lithuania to get jobs in these authorities”<sup>21</sup>.

LIPA’s training is also heavily concentrated in the development of administrative capacities of institutions in acquis areas, areas that are under constant monitoring of the EC.

#### i. The Services

Some of the emerging training topics of LIPA’s training “menu” are:

- management of EU structural funds
- the EU political system

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21 The LIPA web <http://www.livadis.lt/en/>

The LIPA's training for the year 2010 consists of 16 programmes that are comprised of 10 modules of 192 courses<sup>22</sup>. The LIPA has a "Pool of Trainers" which consists of 150 trainers,<sup>23</sup> specialists in more than 200 areas. All of them are outsourced. Trainers are senior civil servants, specialist's practitioners, university lecturers, politicians and, a luxury given by EU membership, experts from the EU Member States.

Moreover, The LIPA, through specialized workshops, is making sure that trainers and lecturers are continuously improving their skills and training techniques.

The LIPA has developed a very powerful research unit, which has enabled the LIPA to become a very credible consulting service providing institution, not only in the Baltic region, but also in other developing countries.

ii. The Funding

The LIPA 2009 budget was 3 million LITAS (approx. € 860,000.00)<sup>24</sup>. The Law on State and Municipal Budgets for the year 1999 provides that no less than 3% of the funding for salaries should be allocated by each state and local government institution for professional development purposes.

### **3.4. Republic of Ireland**

In the Republic of Ireland, The Minister for Finance has responsibility for the Irish Civil Service. Employment in the Civil Service is governed by the Civil Regulation Acts 1956-2005 and by the Public Service Management (Recruitment and Appointments) Act 2004.

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22 The LIPA web: [http://www.livadis.lt/en/index.php?content\\_id=12&menu\\_id=0](http://www.livadis.lt/en/index.php?content_id=12&menu_id=0)

23 Written information obtained from dr. Ingrida Tinfavičienė, LIPA, Chief specialist

24 Written information obtained from dr. Ingrida Tinfavičienė, LIPA, Chief specialist

The Department of Finance operates the Civil Training and Development Centre (CSTDC) which is responsible for ensuring a culture of continuous learning which supports a highly motivated, dynamic, flexible and responsive Civil Service. As “The Civil Service training infrastructure does not have the capacity to deliver all of the training and education programmes required by Departments and Offices”<sup>25</sup>, the Departments and Offices are allowed to “buy-in” training services.

Irish Civil Service System is a Career based System, with a strong competitiveness philosophy, where recruitment and promotion is based on merit, suitability and open competition. Lately, we can notice tendencies to include certain elements of Position based System, in particular the processes of recruitment of senior civil servants is concerned (Kuperus H.& Rode.,2008,pp 10 -15)

#### The Institute of Public Administration (IPA)

The Irish Civil Service has traditionally availed of the training services of the Institute of Public Administration (IPA)<sup>26</sup>. The IPA has a long history of providing quality education, training and development services to the Civil Service and wider Public Service. The IPA is an accredited university of the National University of Ireland (NUI). The Institute of Public Administration (IPA) also offers continuous training adapted to employees' needs. In the case of Ireland, we will look closer at the Irish Institute of Public Administration (IPA), where we have another aspect of a PA training institution. The IPA, a company limited by guarantee, was founded and built in 1963, and it functions under the auspices of the Department of Finance of the Irish Government.

It is governed by a Board whose members are elected and nominated representatives of different sectors of public administration, Institute management and staff, the academic world and also a student representative.

The Board has three Sub-Committees:

- Finance and Strategy Committee, which deals with strategic financial management issues, including capital works,

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25 “Framework for Civil Service Training and Development 2004-2008”,Government of Republic of Ireland

26 “Framework for Civil Service Training and Development 2004-2008”,Government of Republic of Ireland

- Administration Committee, which monitors day-to-day operating performance, human resource issues, etc., and
- Audit Committee, which deals with risk assessment and governance approaches.

Furthermore, the IPA has additional committees which include the:

- Education Committee, which monitors and advises on educational and training issues, and
- Book Publishing Committee

The IPA's personnel consist of 99<sup>27</sup> highly professional employees. The Institute has developed its staff development policy, which strategically aligns with service objectives. Continuous staff knowledge development in key public policy issues is an ongoing policy of the IPA, therefore, 3 % of the salaries budget is committed to staff development<sup>28</sup>. (IPA, Annual Report 2009).

i. The Services

The Irish Institute of Public Administration services, are more advanced than the previous discussed training institution, and that thanks to close collaboration with education institutions. These services<sup>29</sup> consist in:

1. Education, in 2008-2009, the Institute offered a set of undergraduate and postgraduate programmes, including the following:
  - Undergraduate BA and BBS programmes ( 1000 students in 2009)
  - MA programmes (200 students in 2009)
  - Doctorate in Governance (40 Students enrolled in 2009), since 2003.
2. Research, the IPA undertaking applied research for government departments and other public sector bodies.

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27 The IPA Annual Report 2009

28 The IPA Annual Report 2009

29 The IPA Annual Report 2009

3. Training programmes, covers a wide range of PA employees, and mostly are concentrated in programmes that aim at the development of leadership capacities that will support change and transformation of public administration.
4. International services. The IPA through this service is trying to transfer the Irish civil service experience to countries engaged in the reform process, with a special focus on the countries that are aspirants to EU membership, in this case Western Balkan countries<sup>30</sup>.

The Institute, which could be a very attractive opportunity to the KIPA, is a national contact point for twinning arrangements between Ireland for its contra parts from CEE and SEE countries.

#### ii. The Funding

Financial sustainability of IPA<sup>31</sup> is based on:

- Fees from training and international services (43%),
- Education fees (27%),
- Research income (1%),
- Publications and membership income (7%), and
- A grant-in-aid (22%), paid by the Department of Finance.

As we can see above, provenience of The IPA, over 70% of the overall annual budget relies on delivering a qualitative training and educational service.

### 3.5 The Netherlands

The Dutch civil service regulation was originally adopted in 1931 (Algemeen Rijksambtenaren regelement: ARAR), together with the Bezoldigingsbesluit Burgerlijke

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30 This term is mostly used by EU and EC for Croatia, Serbia, Bosnia and Herzegovina ,Serbia, Kosovo, Macedonia, Albania and Montenegro.

31 The IPA Annual Report 2009

Rijksambtenaren 1984 (Remuneration decision for civil servants 1984: BBRA 1984) are the guiding legal documents for HR policies and regulations. Both are updated on a regular basis.

The Netherlands have a position based civil service system, however elements of a career based system can be found in the rotation and career development of the highest 600 civil servants. Their careers are closely monitored and guided by the so called Senior Civil Service (ABD) since 1996 (outside the scope of this analysis). As will be shown, also some elements of a more career oriented system are also currently being discussed for mid ranking civil servants (rank 10-15).

Although the Ministry of Interior Affairs has a coordinative role for implementation of policy issues related to HRM, the 13 traditionally ministries have to a large degree their own specific HRM policies and practices. The ARAR follows this practice, it does not have any specific articles on training or development. However, in the case it is decided that a civil servant is redundant he/she is formally offered various training possibilities enhancing his/her employability changes outside the service (ARAR Art. 49).

Training for civil servants has been evolving from state lead to demand driven in the last twenty years in the Netherlands. The Dutch Ministry of Interior Affairs and Kingdom relations, among other duties, is responsible to ensure an effective and efficient public administration, and promote the quality of the civil service and coordinate management and personnel policy for all civil servants<sup>32</sup>;

Following the decentralized nature of the Dutch system, training and development budgets are allocated on ministerial level. Ministries allocate budgets that can be spent in relation to larger training interventions such as those that are linked to reorganization of a department or the whole ministry. But also on individual level practice is that every civil servant is entitled to training and development on a regular basis. The need of following

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<sup>32</sup> Web of the Dutch Ministry of Interior Affairs and Kingdom relations <http://english.minbzk.nl/organisation>

training and development is embedded in the annual appraisal cycle that is conducted between the civil servant and his manager.

However, as ROI Director and ROI Director International Affairs, Marc van den Muyzenberg<sup>33</sup>, in his long interview, remarks that “civil servants in the Netherlands are to a large extent responsible for their own career and that by doing so they work on their own employability rather than being steered by a fixed career path or by strong regulations”.

#### The Dutch Institute for Public Administration (ROI)

ROI, the Dutch Institute for Public Administration was established in 1966 as part of the Ministry of Interior Affairs and Kingdom relations. In 1973 it became an institute as part of the same ministry. In 1993 ROI has been privatized by law. The law states that the main task of ROI is to contribute by means of training to the increase the quality of civil servants and the public sector. In 1993, ROI became a foundation under Dutch law, with a limited degree of profitability. ROI is ISO certified and is also member of the Netherlands organization for training and development (VETRON<sup>34</sup>).

On 28th May 2009 ROI has officially merged with HEC<sup>35</sup> (The Expertise Centre). Like ROI, HEC was established by the ministry of Interior Affairs in 1987. The core business of HEC is to provide consultancy and advice to the Dutch public sector in relation to strategic ICT and e-governance. In the new consortium ROI and HEC remain both independently active in their core businesses, however synergies are actively being sought after, i.e. in the organization of a common back office and development of common services both on the Dutch and the international market.

Both organizations have also their management teams. In order to ensure coherent policies the directors of both ROI and HEC are part of a working council (The

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33 Marc is a historian and looks at governmental processes and administrative structures from a historical angle. Since 2003 he has been Director International Affairs at ROI and as of 2009 he is the Director of ROI. He was also Lecturer at Leiden University.

34 VETRON web <http://www.vetron.nl/index.php>

35 HEC web <http://www.hec.nl/>

Groepsraad) chaired by the general director. The council and management teams are accountable to the board, which convenes every three months. The board consists of high ranking civil servants; representatives from business and civil society (total 7). One member of the board is still appointed by the Ministry of Interior Affairs.

i. The services

Since its privatization in 1993 and the merger with HEC, ROI has been successful in operating in market conditions. Even though ROI was forced to operate in market conditions it remained the largest training institute for the public sector in the Netherlands.

Based on the ROI 2009 Annual Report:

- In 2009 ROI provided training to more than 11.500 civil servants all governance layers: International, EU, National and Local levels.
- The ROI 2010<sup>36</sup> “training menu”, comprises of 93 training programmes on fields of:
  - Public policy making and Governance
  - Governance and Public Sector Management
  - Public Sector management
  - Leadership
  - HRM
  - Information Management
  - EU affairs
  - Business administration
  - HRM and Management Development
  - Legal issues
  - Information management, and
  - Personal Effectiveness (writing skills, personal management, coaching etc)

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<sup>36</sup> ROI Opleidingsgids 2010,FSC,2009

Programmes are provided in standing programmes (Open programmes) and can be provided tailor made in the form of in-company training.

In order to ensure ROI's open programmes, TNA are conducted that are detrimental in upgrading Open Programmes, and developing new programmes or adjusting existing once.

ROI provides post-initial academic training in cooperation with the Erasmus University of Rotterdam in the field of Strategic HRM .

ROI provides consultancy and research most notably in the field of Public Leadership (Centre for Public Leadership established in 2004) and via its International unit ROI International.

ROI has 55 full employees of which 15 are programme managers; 3 management team; 12, support staff 10 employees responsible for facility management and for the secretariat (including Information and Communication Technology) ROI has a roster of 450 trainers and professors, of which more than approximately 20% are still or were actively engaged as civil servants.

ROI has a scientific council advising the management in relation to programme development and publications.

ROI is officially mandated by the Netherlands Ministry of Interior Affairs and Kingdom Relations to implement Twinning Programs<sup>37</sup> of the European Commission.

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<sup>37</sup> EC Instrument Launched in May 1998, the Twinning program is one of the principal tools of Institution Building accession assistance. Twinning aims to help beneficiary countries in the development of modern and efficient administrations, with the structures, human resources and management skills needed to implement the *acquis communautaire* to the same standards as Member States.

ii. The Funding

ROI does not receive any funding from the government, it is fully self sustainable. Turnover for 2009 was 11 mil. euro.

## **Chapter Four**

### **Stakeholders assessments of KIPA**

During this capstone a survey was conducted to find out the level of knowledge about the development of trends of CSTC, the level of satisfaction of the main stakeholders on present legal status and performances of KIPA.

#### **4.1. Summary of the Survey**

The survey was based on a Questionnaire, (see attached Appendix I) which was comprised of 18 multiple choice questions. The main areas of focus were:

- Legal Status of the KIPA
- Vision and Mission of the KIPA
- Objectives of the KIPA
- Organizational structure
- Budget and Finance
- Human Resources, and
- Services
- Monitoring of the KIPA performance.

Thirteen officers from main stakeholder institutions (the MPA and the KIPA) participated in this survey. The participants are political appointees as well as civil servants, and most of them with managerial and decision making powers. Eleven of the participants hold university degrees, three of them with a title of Master of Science. Only two of them have a High School Diploma, and are part of the support staff. This survey served as a baseline tool for assessing the knowledge of the core decision-making and managerial staff of the KIPA and the MPA, about the present and future of the KIPA, as well as assessing the knowledge about the trends on management and development of Civil Service Training Centers in the region and in the EU.

Table 4.1 Participants of the Survey

<b>Name</b>	<b>Position held</b>	<b>Education</b>
Rexhep Osmani	Senior Adviser to Minister of PA, Former Minister for Education	Master of Science
Fitim Sadiku	Permanent Secretary, MPA	Faculty of Law
Hysni Veseli	CEO, KIPA	Faculty of Law
Hamit Qeriqi	Director, Department of Administration ,KIPA	Master in Social Statistics
Enver Haxhijaj	Training team leader	Faculty of Philosophy
Bujar Thaqi	Training manager – Municipality Sector	Faculty of Education
Basri Berisha	Training manager - Central Administration	Master in Law
Hetem Idrizi	Training Manger – Information Technology	Faculty of Electronics
Vlora Kryeziu	Training Manager -Legislation	Faculty of Law
Agim Fejzullahu	Training Manager – Budget and Finance	Faculty of Economics
Arian Birinxhiku	Senior Financial Officer ,KIPA	Faculty of Economics
Arben Shala	Officer for Logistics	High School
Besarta Restelica	Executive Administrative Assistant	High School

## 4.2 Main Findings of the Survey

- 62% of respondents have shown satisfaction for the present legal status of the KIPA, and 38% considers the present legal status of the KIPA inadequate. However, surprisingly

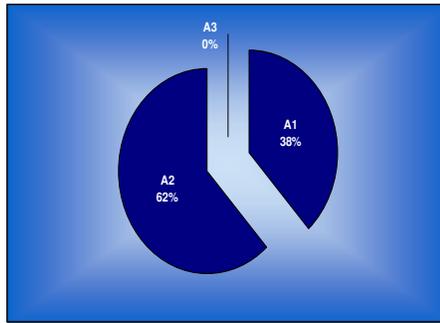


Figure 4.1. How do you classify the status of KIPA, based on the development trends of the Public Administration?

69% of respondents have backed the idea of “moving” the KIPA to the level of Parliament, while 8% of them favor the OPM as their “hosts”! Finally, only 23% of respondents have shown satisfaction with the present “ties” with the MPA.

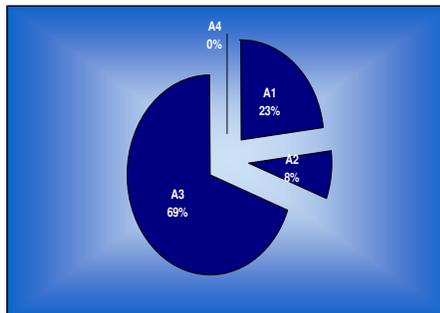


Figure 4.2 In your opinion, who should the Institution report to?

- Respondents were asked about the “three top mid-term objectives for the KIPA”, and 11 out of 13 respondents ranked the objectives in exactly the same ranking order as they are listed in the KIPA Draft Strategic Development Plan 2010 - 2014:

a) Developing the capacity of civil servants to successfully meet the requirements of public administration reform and integration of the country into European Union;

b) Strengthening the KIPA’s role as a main institution for the training of civil servants in Kosovo, and

c) Continuous improvement of quality of training programmes;

However, only one of the respondents has ranked “research” as one of three priorities of the KIPA.

- As far as government budgetary allocation is concerned, total agreement has been noticed among the participants, 92% of them have a very strong opinion that with present trends, continuous reduction, of budgetary allocation, objectives of the KIPA can not be achieved. 8% of them do not have any view.

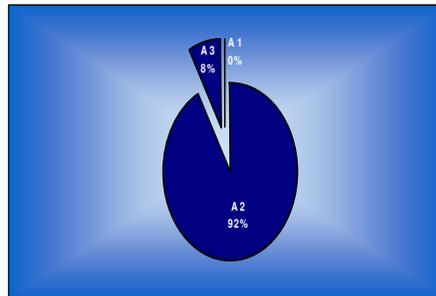


Figure 4.3 How sufficient is this budget to achieve the objectives of the Institute?

The KIPA’s human resources have been of great concern for the majority of respondents. 72% of respondents consider that the KIPA is understaffed whereas 23% consider the number of staff is adequate. But, respondents are divided on the issue of the level of professional skills of the KIPA employees. 39% of respondents consider that the skills of the staff are adequate, while 38% of them think it is partially adequate, and 23% consider professional skills of KIPA staff as inadequate.

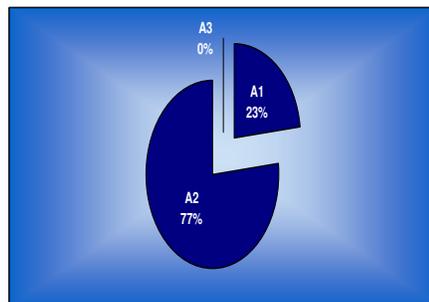


Figure 4.4 How adequate is the number of employees in KIPA?

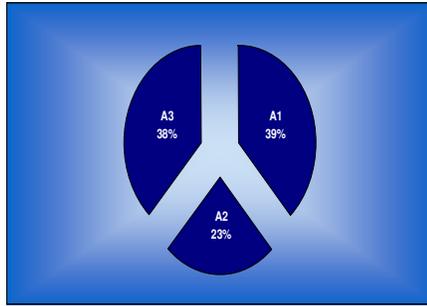


Figure 4.5 How do you estimate the professional skills of KIPA staff?

Furthermore, 54% of respondents consider that KIPA does not have a staff and organizations development policy, in contrast to 46% who hold the opposite view.

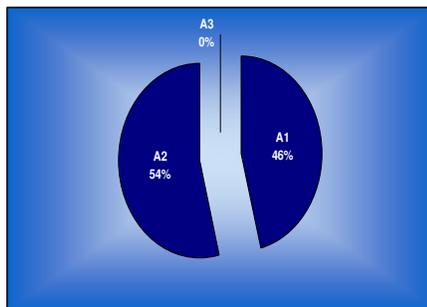


Figure 4.6 Is there a policy for the development of organization and the training of staff?

Most Respondents, 84%, consider that KIPA should build up the research department of this institution; in addition, 83% of respondents are in favor of an Advanced Studies Department, in contrast to 17% that would like to stick to base-line training activities.

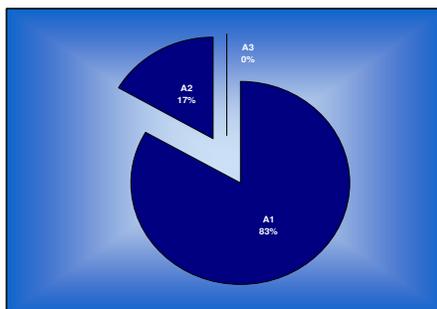


Figure 4.7 Should the Institute have Department and Program for Advanced Studies

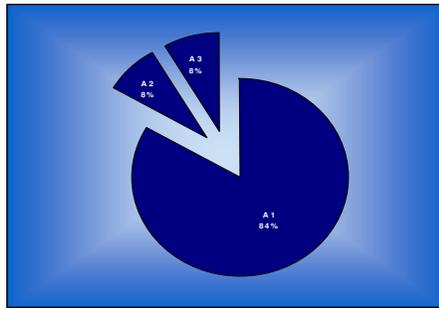


Figure 4.8 Should the Institute have a Research Department

and finally, 75% of respondents consider that KIPA’s performance is not properly monitored. Only 8% consider that this monitoring is adequate, and 17% of them consider it as a partially adequate.

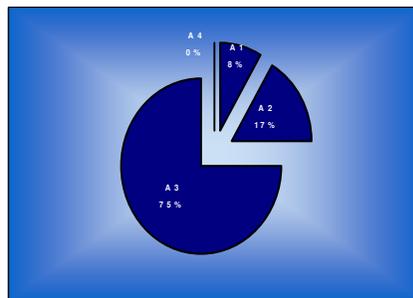


Figure 4.9 How adequate is the monitoring of performance of the Institute

### 4.3. Summary

Based on above presented results, we can conclude that the main KIPA stakeholders are divided as far as future legal status is concerned, and united on dissatisfaction with present situation, including here the quality of services is concern and ill treatment of KIPA from ‘political level “.The level of professional skills of KIPA staff is the issue that divides the opinion of the participants in this survey, and the insufficient budgetary allocation is the issue that unite them. Finally, results derived from questions 1 and 2 (see attached Questionnaire) offers a opinion that KIPA staff and other

stakeholders, participants of this survey, does not have a lot of knowledge about the development trends of civil service training institutions in our neighborhood and in Europe.

## Chapter Five

### **KIPA-From Traditional Towards Market Orientated Training Institution**

#### **5.1 Legal Framework**

The Kosovo Institute for Public Administration was established in 2003, through UNMIK Administrative Direction 2003/25, to provide systematic civil service training.

The KIPA is established as an executive agency within what at that time was the Ministry of Public Services and which is now the Ministry of Public Administration (MPA). The mandate of the KIPA covers the whole civil service, i.e. ministries, governmental executive agencies and municipalities. The role of the KIPA is enforced through Article 23 of the Law on Public Procurement, law no 2003/17, as well as the previously mentioned Article 10 of LCS.

A newly adopted Law on Civil Service (LCS) once again reiterates the role of the KIPA, Article 9 (1), as **“a responsible institution for implementation of training policies and strategies for training, education and development of capacities of Civil Service”**. This article of LCS, opens new opportunities for the KIPA as an institution, but, also requires a new approach on managerial and financial issues of the KIPA.

Moreover, The Law of Civil Service, Article 35, emphasizes the obligation of civil servants to be involved in the mandatory training programmes. Furthermore, the UNMIK Administrative Instruction No. 2003/2, its Chapter III, article 11, making employing institution responsible for organizing continuous professional development of civil servants.

Based on our survey 62% of respondents expressed satisfaction on their legal status, status of semi – autonomy, but 77% of them would prefer to change the organizational accountability, the legal “ties” with the MAP. This way, 69% of them would prefer the KIPA to be accountable to Parliament and 8% would prefer the OPM.

The KIPA drafted a Strategic Plan 2005-2007 and also 2007-2009, with a slight variation. These documents had never been approved by previous Ministers. Therefore they did not ever enter into force. In September 2010, The Government of Kosovo has adopted the KIPA Development Strategic Plan 2010 – 2013.

### Summary

The basic Civil Service Legal framework it is almost completed, and it can be considered as fully in line with European Principals on civil service. The KIPA Legal Framework it is outdated and does not correspond with its Development Strategy, but also the very demanding PAR implementation plan. Furthermore, it can be easily noticed a dissatisfaction with present legal “ties”, with MPA, and preference for “ties” ,unnatural, with The Parliament

## **5.2 Governance and Organizational Structure**

The KIPA is managed by a CEO. The CEO is appointed by SPAC and it is directly accountable to the Minister of Public Administration. The Institution is comprised of two Departments:

- Department of Central Administration, and

- Department for Training

Our survey shows that only 23% of respondents consider the present organizational structure as a adequate one, which corresponds with the view of respondents on capability of the KIPA in achieving its objectives with present structural arrangements.

Based on UNMIK/DIR2003/25, the KIPA should have established an Advisory Board that shall consist of eight (8) members as follows:

- Two members of the Board, the CEO of the KIPA, who shall chair the Board and the Principal International Officer of the Ministry, shall be ex officio members of the Board;
- Four members of the Board shall be appointed by the Minister of Public Services upon nomination of one member by each of the following:
  - The Office of the Prime Minister;
  - The Ministry;
  - The Ministry of Finance and Economy; and
  - The Ministry of Education, Science and Technology; and
  - Two members of the Board, one Chief Executive Officer from a municipality and one representative from a donor organization, shall be appointed by the Minister of Public Services upon nomination by the CEO of the KIPA.

The Board will provide advice to the KIPA concerning:

- development *of* operational policy ;
- training curriculum and methodology ; and
- funding of the KIPA and supporting its programmes.

Unfortunately, the Board has not met since 2005, and no explanation was given!

Experiences from different institutions show that for good governance that in itself embraces efficiency, responsiveness, transparency and accountability, supervisory,

advisory and management boards play a very decisive role. Additionally, boards through monitoring and controlling mandates would ensure that the objectives of the institution can be met.

Nowadays, civil service training institutions are managed more and more like a private venture. The reason for this “novelty” is the fact that they have to face market competition and compete on a more or less equal footing with private training institutions.

The KIPA, based on a mandate given by UNMIK Administrative Direction No. 2003/5, should act as central coordinator of all donor programmes that are aimed at the training of Kosovo civil servants, the function that has never been exercised.

The KIPA is a member of the Regional School of Public Administration (ReSPA), an initiative supported by the EC and the OECD, where the concept of the ReSPA developed with the objective to boost regional co-operation in the field of public administration, strengthening administrative capacity and developing human resources in line with the principles of the European Administrative Space.

This membership should serve the KIPA as a unique opportunity for an exchange of experience with other similar institutions from neighboring countries that aspire to membership of the European Union (EU).

The KIPA is also part of NISPAcee, which is an important network with its secretariat based in Bratislava. The importance of this membership is that NISPAcee membership includes state pre- and in service training organizations, universities, as well as NGOs

### Summary

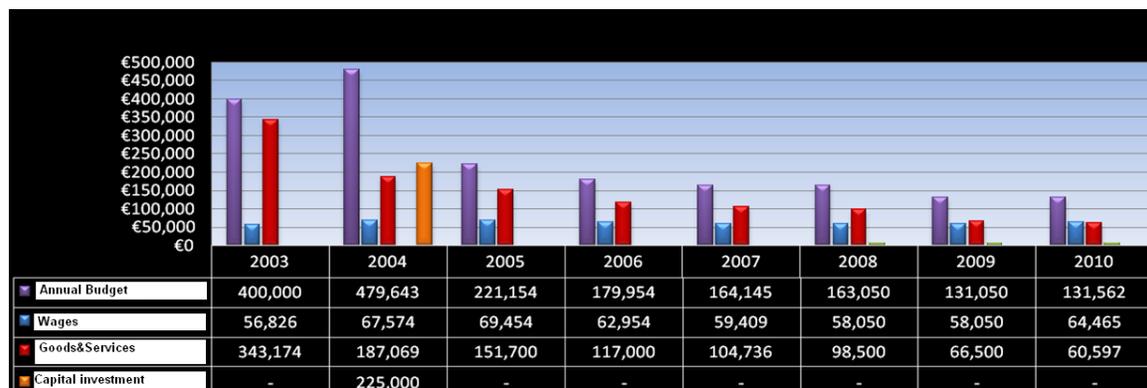
The organizational and hierarchical setups in the KIPA are very confusing and does not reflect any functional logic, and maintains continuous functional and strategic development apathy of the KIPA.. The establishment and operationalisation of management, advisory and scientific Boards, will strengthen and improve the quality of

services, but also will increase the influence of The KIPA in Governmental decision-making circles.

### 5.3 The Funding

The KIPA is entirely financed by the Kosovo Consolidated Budget. Our survey shows that 92% of respondents consider budget allocation to the KIPA as inappropriate and insufficient. The graphics below explains for themselves the discriminatory approach from the officials from the MPS/MPA through the years.

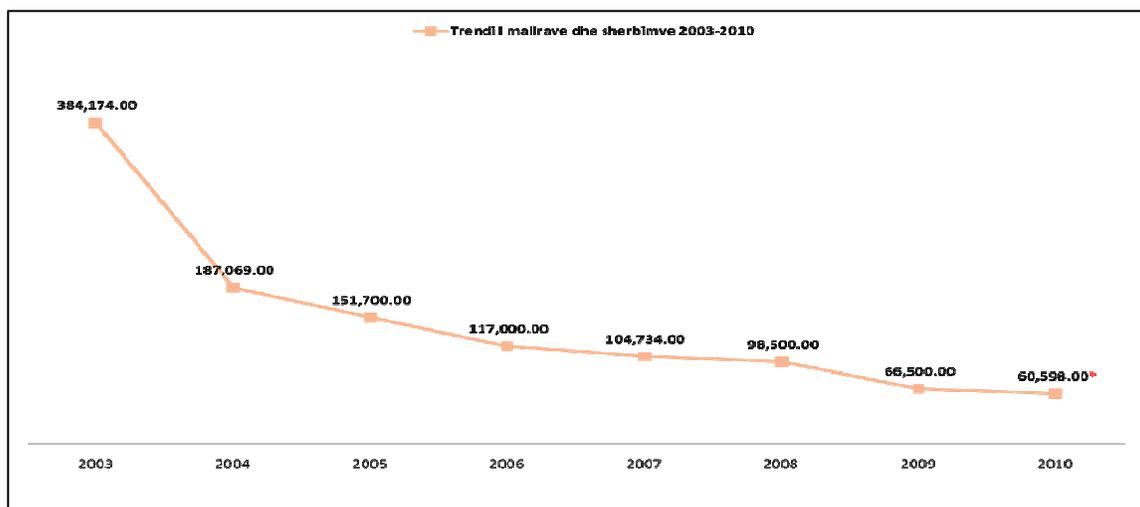
Figure 5.1 Budget of the KIPA , 2003 – 2010



Data Source: KIPA 2010.

As previously explained, trainers are contracted for their services and are not permanent employees, and are paid from the budgetary category of Goods and Services. This budgetary category has continuously suffered a reduction, reaching its lowest point in 2010 with only €60,597, this means approximately 82.3% less than in 2003, the year when the KIPA was established. This does not have any reasonable explanation, as Training Need Assessments (TNA) conducted by the KIPA, the Agency for Coordination of Development and European Integration (now the Ministry for European Integration) and numerous other TNA conducted by various professional agencies (EAR, DFID..), assessments that show an increasing need for training.

Figure 5.2 Goods & Services Budget 2003 -2010



Data Source: KIPA 2010

This disproportion between Training needs and budgetary allocation for the KIPA can be illustrated with the following example. With the amendment of a Law on Public Procurement, 2007, the KIPA is obliged to provide, on a yearly bases, 10 training days on public procurement, article 23. This certified training, mandatory for all “approximately 400 procurement officers employed in the Civil Service, costs the KIPA approximately €31,000.00”<sup>38</sup> and that is equal to 50% of the annual budget for Goods and Services. Furthermore, the KIPA’s budget of Goods and Services has been reduced, 2010 Mid-term Budgetary Review, by 3%!

However, it is clear that KIPA’s budget request is based on TNA, but it is totally unclear for me what indicators have been used by the MEF for approving the KIPA’s annual budget, in addition, based on newly approved Kosovo MTEF 2011 -2013, no positive budgetary changes are foreseen for the KIPA, and it is nearly imposible to fully implement newly adopted KIPA Development Strategic Plan 2010 – 2013.

In addition, since 2010, the KIPA has not benefited from any Capital investment.

<sup>38</sup> Data source, KIPA Budget and Finance office

The KIPA, since its foundation, has had continuous support from the donor community through different projects of technical assistance.

Summary

Based on above data's, but also comparing with training centers from region, presented in previous Chapter Two, we can conclude that ever since its foundation, the KIPA has been underfinanced and this trend tends to continue, fact that will unable implementation of just approved KIPA Development Strategy, ultimately the effective implementation of PAR.

In the same line is the European Commission (EC), which for the third year, in its Annual Progress Reports for Kosovo (APR), has expressed its concerns regarding "... Institutes very limited capacities and resources, which affects the quality and amount of training provided" (EC Kosovo APR 2009,pp. 9).

**5.4. The Human Resources**

KIPA's staff it is consists of 16 permanent employees and 240 certified contract based trainers.

Permanent Staff

Since 2004, 14 members of staff have left the KIPA and it has changed the CEO three times. This figure shows permanent instability that has "reigned in" this institution, and this is probably as a result of very low salaries and lack of career perspective.

The permanent staff it is comprised eight Program Designers and seven administrative staff, and CEO.

Table 5.1 Staff statistics of the KIPA

NR	Education level	Nr
1	Post Graduated	3
2	University Graduate	8
3	High School	5
4	Gender	M 9 / F 7
5	Average Age of employees	37

*Data source: KIPA 2010*

77% of respondents, from the survey, consider that the KIPA is understaffed, and with this number of staff, objectives of the KIPA can not be achieved. Based on the available data of similar training institutions from Latvia (16), Lithuania (9), Albania (12) and Slovenia (26)<sup>39</sup>, all of them in close partnership with the KIPA, did not “stud better” at their early development phase.

The KIPA does not have a separate HRD budget, and the training of KIPA staff fully depends on donors. Based on our questionnaire, the KIPA Personnel Unit considers that the most needed trainings for their staff, are the following:

- Management of trainings and training programmes;
- Development of analytical, methodological and research skills;
- Development of knowledge on quality standards and systems of quality standards, and
- Financial management

### Trainers

Based on Administrative Instruction No.MPS 2004/9, Article 3, a KIPA trainer should fulfill the following criteria:

- University Degree or Master Degree;
- Professional work experience, and
- Field expertise

In addition, this Administrative Instruction categorizes trainers in three categories:

- 1<sup>st</sup> Category – trainer with 5 years of professional experience or doctorate in specific training field;

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39 CIVIL SERVICE TRAINING in the context of PUBLIC ADMINISTRATION REFORM, Study of selected countries from Central and Eastern Europe, and the former Soviet Union, (1989 to 2003), UNDP/2003

- 2<sup>nd</sup> Category – trainer with 3-5 years professional experience or post graduated studies in specific training field, and
- 3<sup>rd</sup> Category – specific field expert with 3 years professional experience or a university diploma in specific training field.

Since its foundation, a number of ToT programmes have been organized and implemented, and over 200 trainers were certified. These ToT programmes were organized with the financial and professional support of different donors. The ToT trainers were selected from among experts from various training institutions from EU Member States.

Based on the KIPA 2008 Annual, the KIPA, in 2008, had 161 certified trainers, still under contract. 86% (138) of them are civil servants and 14% (23) from universities and NGO.

For the Implementation of the 2008 Training Plan, the KIPA has used 100 of its trainers, 77% civil servants, against 23% non civil servant trainers.

The KIPA Trainers contractual agreements are signed based on Administrative Instruction No. MPS 2004/9.

The KIPA's permanent staff has also benefited from various exchange programmes, mainly sponsored by the EC, but also various bi-lateral donor states. Also, the KIPA's training programmes designers have benefited from very close partnerships established with TIPA in Albania, and with the Finnish and Lithuanian Institutes of Public Administration.

### Summary

The staffing of The KIPA, permanent staff and contracted trainers, corresponds with most of similar institutions. The lack of a HRD Strategy can be one of the main factors of the high staff turnover and unsatisfactory quality of the services. However, the experiences of two Kosovo institutions, The Ministry for European Integration and The Veterinary and Food Safety Agency, and the positive impact of the Twining project on this institutions, it

is a clear indication that this is one of most favorable opportunity for increasing the managerial capacities of KIPA.

### **5.5. The Services**

The KIPA is considered to be the primary training institution responsible for the generic training of Kosovo civil servants, but the KIPA should also act as a research and advisory institution for the development of public administration in Kosovo in compliance with European standards. Therefore, the KIPA should be one of the leading institutions in developing public administration policies; ultimately this drives the KIPA to the front driving seat of PAR in Kosovo.

Training programmes and courses for civil servants are derived from the training needs assessments (*TNA*). The needs may be identified for all or at least a large number of civil servants (horizontal needs) or for specific categories among them, for example procurement officers.

In 2005, the KIPA prepared 2 TNA-s, and the results were used in the designing of the training programmes for a two year period, which consisted of 35 modules in seven fields.

The third TNA was organized in 2006, with the support of an EC financed Project named “Support to the KIPA”. The focus of this TNA was managerial levels of central administration. The outcome of this Report was three integrated training programmes, targeting all levels of management (high, middle and low), but this time including local authorities.

The fourth KIPA conducted TNA Report, was published in January 2010, and can be considered as the most comprehensive one so far. Among the many very important findings of this Report<sup>40</sup>, I consider that the following are the most important ones that will have to be considered seriously by the KIPA management:

- Missing National Strategy on HRD of PA;
- Lack of coordination among local and foreign training providers ;

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40 TNA of Central Level of Government,, KIPA 2010,pp.45

- “Class training” was preferred by non managerial levels of participants in survey, but disliked by managerial level.
- “On job” training/tutoring was highly appreciated
- Post training knowledge gained or the training material, were not transmitted to other colleagues.

Finally, the high level manager participants to this survey, consider that

- Strategic Planning, HRD, Financial management, policy document drafting and very odd Memo drafting!; continuing with
- Delegation, communication and team building.
- The strangest of all, was the fact that this level of managers had considered training on EU and Kosovo legislation, as well as anti-corruption to be only as an informative training sessions.

Further in this Report, the middle level managers, consider their training priority fields should be:

- Project management
- Organizational management
- Policy development, and
- Public Budget and Finance management.

In addition, this level of management considers it necessary to have training on:

- Leadership,
- Team building and team work.

Finally, the level of managers that are supposed to be at the very front of the EU integration process, consider training on EU legislation and the EU integration process as a tertiary priority<sup>41</sup>!

The KIPA TNA 2010, among many recommendations, we consider that the main ones are following:

1. Necessity of adoption of a Strategy on professional development of Civil Servants. This strategy should serve the KIPA as a guiding document for the development of training for whole institutions, including the KIPA;
2. Sectorial TNA and Training Programmes should be fully coordinated with the KIPA;
3. Regular periodic assessments should be performed on efficiency, efficacy, quality and impact of the training activities.
4. The KIPA should ensure continuous professional development of its trainers; and also
5. Swing Training methodology towards “on job” training or mentoring.

The KIPA, for the first time since its existence, has developed a very comprehensive and well defined Training Plan, and also strictly following the findings of “2010 TNA”. Moreover, the KIPA for the first time has organized its “training menu” into Training Programmes (22 programmes) that are comprised of Training Courses (122). The KIPA Training Programmes were also influenced by other TNA, and in particular TNA on the field of European integration process of Kosovo.

In 2006, “The support to PISG to increase the harmonization with the EU”, an EC financed Project, published a Report on TNA on the field of European Integration. This Report was followed by 2008 TNA, conducted by the Agency for European Integration<sup>42</sup> of the OPM , with support of the EC funded Project, ”Support to European Integration”,

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41 KIPA TNA 2010,pp. 48

42 Predecessor of Ministry for European Integration.

and in full coordination with the KIPA. As a result of these two researches, the KIPA has developed the Training Program on European Integration.

These TNA Reports, have assisted the KIPA in identifying the civil service target groups, and organize them in three main categories:

- Group of Senior level managers from Ministries, Executive Agencies and Municipalities;
- Group of Employees from all Ministries who will steer the process of PAR, and
- The largest group is comprised of mid-level managers who will lead Departments and Divisions of Ministries, plus those in general administration from Municipalities

Training courses/modules are developed on all horizontal issues: legal drafting, including impact assessment, budget and finance, IT, general administration, general management, HRM, public procurement, some specific municipal issues and lately EU affairs.

Since it was established, the KIPA has provided 2049 training days for 11067 civil servants.

Table 5.2 Training statistics 2003 – Jun 2010

<b>Year</b>	<b>Training Programmes/Courses</b>	<b>Days of Training</b>	<b>Nr of Participator</b>
2003	3	29	235
2004	24	290	969
2005	39	426	1837
2006	65	403	1819
2007	32	295	1245
2008	35	463	2148
2009	41	358	1612
<u>2010( Jan.- Jun)</u>	22	145	1202
<b>Total</b>	<b>261</b>	<b>2409</b>	<b>11067</b>

*\*Data Source: KIPA 2010*

The KIPA prepares and submits for ministerial approval, its annual training programmes with clearly specified target groups for each course. The only evaluation of the training, is obtained from participants, and serves to subsequently improving them.

It is very difficult to make a list of “most popular” or top 10 programmes, since the KIPA by 2010 has classified their activities into Training Fields that comprised of different courses. Only in 2010<sup>43</sup>, has KIPA “standardized” the typology of trainings on:

- Integrated Programmes
- Specific Programmes
- Programmes
- Modules and
- Courses

However, we will present the “most popular” training courses organized by the KIPA in the years 2003-2008<sup>44</sup>.The indicator used for qualifying in this ranking was the following:

- Number of Groups, at least 10 groups/period<sup>45</sup>;
- Number of Training Days, at least 10 Training days/year
- Number of participants, at least 100/period ; and
- Number of years, repeated at least 4 years/period

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43 KIPA, The 2010 Training Program, <http://www.ks-gov.net/ikap/PageFiles/Raportet/8ebb8255-1f60-4eb6-8c6a-b26cfa7d7bc1.pdf>

44 Data's from trainings organized for municipalities are not complete, therefore were excluded from this calculation

45 Period 2003-2008

Table 5.3 Most frequent trainings for the period 2003-2008

Training Field	Course	Nr of groups	Nr of training days	Nr of trainees	Nr Years
Legislation	Human Rights	13	32	167	5
	Legislation drafting techniques	12	29	203	4
HRM	Kosovo Civil Service Law	21	248	365	5
Budget & Finance	Kosovo Public Procurement law	29	177	1015	6
Information Technology	Windows XP, Microsoft Office & internet	28	160	355	4
Management	Project Cycle Management	12*	106*	309*	4
	Organizational management	19	68	217	4

*Data Source:* 2003 – 2008 Annual reports of KIPA Program Developers.

\* E-Training of 2 groups, 30 days, and 48 participants. This training was organized in 2005 and 2006 for the municipality officers.

By analyzing data provided by KIPA officials, I consider three findings as a very attention-grabbing :

1. Trainings that are sanctioned by Law as mandatory for exercising the official duty are being repeated every year. This is the case with Training on Public Procurement Law<sup>46</sup> ;
2. Trainings on PAR only started in 2008 ( 3 groups, 6 days, and 63 participants, while the 2006 can be considered as a “kick-off year” for PAR, and
3. only in 2008 did the KIPA start organizing its first trainings on EU affairs and the European Integration Process.

As to the first finding, the training on procurement has on its own, the explanation, the second and third require explanation. The explanation is simple, trainings in these fields

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<sup>46</sup> Kosovo Public Procurement Law, Article 23

were organized by internationally financed projects, and they failed to report, as all “donor programmes for the training of Kosovo civil servants shall be coordinated through the KIPA. Such programmes shall be compliant with the overall Training Strategy”<sup>47</sup>.

The KIPA has never conducted any customer satisfaction survey, nor did DCSA. The only survey that gives us some indication about KIPA’s client’s satisfaction is the survey conducted by FRIDOM<sup>48</sup>. Based on this survey, 85% of respondents, personnel managers of Line Ministries, consider that are well informed about services provided by the KIPA, and only 47% of them indicated that the impact of the training provided by the KIPA had been within their expectation.

### Summary

The KIPA only client is the Government institution. The programmes are designed based on regular TNA, which is a common methodology in majority of the CSTC from countries of the region. The quantity of training can be considered as satisfactory but the quality is very questionable. Therefore, the establishment of an effective quality monitoring system and regular customer satisfactory survey it is of crucial importance.

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47 Administrative Instruction UNMIK/DIR/2003/25,article 2.2

48 FRIDOM. It is a project that stands for Functional Review and Institutional Design of Ministries. It is supported by the Department for International Development (DFID) of the United Kingdom

## **Chapter Six**

### **Conclusions and Recommendations for KIPA**

#### **6.1 Conclusions**

To summarize, based on the analyses of different civil service training systems and varieties of training centers, we have identified the key common elements of these institutions and aim of their activities. Therefore, we can conclude that:

1. Modern public services cannot be provided without continuous staff training and the education of experts in several fields;
2. Common objective of a civil service training institutions is the continuous improvement of professional skills and education of civil servants, aiming to increase the efficiency of the public administration and the support of the implementation of the everlasting administrative reform;
3. Legal status of the Civil Service Training institutes is closely interconnected with the financing modality;
4. There are essentially three different models used in different countries
  - a. The traditional model, a training institute is part of the government structure. Under this model the financing is under a “mother ministry”, normally the

ministry that is in charge of public administration. The annual budget depends on the number of expected course participants (and/or courses) and staff of the institute.

b. The other model is that the training centre has been privatized, and is requested to compete with other parties that are operating in the training market. They do not receive any budget support from central and local governments.

c. There is also a hybrid constellation where the institute is privatized but is instructed by the ministry to offer a set of courses by the government. Subsequently it receives financing for these training courses.

5. The financial mechanisms have to facilitate training organization as demand driven not as supply driven;

6. Also, the setting up of a training institute strongly depends on the scope and vision on the country's civil service; its ability to finance training and as well and a really important one: is it a position or a career based system; and finally and even more important,

7. the local contexts, need to be taken into account.

## **6.2 Recommendations**

Taking into consideration the Governments full commitment to Public Administration Reform, in order to build a solid civil service training institution for developing the **reliable, competent and responsive** Civil Service, the Civil service of the 21st Century, and also based on findings, analyses and conclusions of this Report,, we are presenting three sets of recommendations:

### 6.2.1 Main Recommendations

1. Law on the KIPA, this Law will define the KIPA as a Training Institution in the field of Public Administration and with a more market-like and client-driven philosophy. Law on the KIPA will place this institution as a player in the training and consulting market. This by end of 2010 ;
2. For the improvement of efficiency, responsiveness, transparency and accountability of The KIPA, it is of crucial importance to have the:
  - Establishment of the Executive Board of the KIPA. The Government of Kosovo should appoint the members of the Executive Board of the KIPA. The main responsibilities of The Board should be the approval of main strategic guiding documents. Membership of this Board should be regulated by the Law on the KIPA and should represent the main stakeholders. This by the end of February 2011;
  - Establishment of the Advisory Board of the KIPA. The Government of Kosovo should appoint the members of the Advisory Board of the KIPA. The main responsibilities of The Board should be to provide an essential link between the KIPA and the academic world, donor community and world of technocracy. The board should offer scientific advice on curriculum and training methodology as well as advice on new trends in public administration. Membership of this Board should be regulated by the Law on the KIPA and members should include representatives of Ministries (MPA, MEST, MALG and MEI), representative’s public and private universities. This by the end of January 2011;
3. Twinning with a similar institution from any of the EU Member States. This can be achieved with the support of the Ministry of European Integration, the Ministry of Public Administration and the European Commission Liaison Office (ECLO) in Prishtina. In this way, the KIPA and its staff will be supported for a period of 3 years by its “sister institution”. This by the end of June 2011, Project Fiche to be approved. Twinning Project should start by the end of 2011.

4. The Government, MFE, and MPA should make sure that budgetary allocation to KIPA are solely based on TNA, and research programmes. Furthermore, the Government of Kosovo should introduce the mandatory yearly training budgetary planning and allocation, through this rule the Institutions would be obliged to plan the yearly training budget not less than 1.5 % of salary budget, targeting level of 3% by 2015. This rule should be introduced as a separate article of Civil Service Law by the end of 2010;

### **6.2.2 Secondary recommendations**

1. New Amendments to Law on Civil Service and to Law of Management of Public Finance, which will allow the KIPA to enter in contract arrangements, not only selling services but also buying in the services. This by mid of 2010 ;
2. Introduction of Public Administration Exam, every “new comer” in civil service will be obliged to pass this exam during probation period.<sup>49</sup> The KIPA should be the institution which will organize the exam. This by mid of 2011;
3. Adoption of the KIPA Training Strategy 2011-2014, with objectives of continuous knowledge enrichment of its permanent staff and the trainers, on following :
  - Development of knowledge and skills in adult training principles and methods
  - Development of knowledge and skills in modern public administration issues and its development trends, and
  - Development of associated trainers, consultants and researchers
  - A precondition of KIPA’s sustainability will be its political independence and neutrality in respect to political authorities.
4. Introduction of Advanced Professional Postgraduate Studies in Public Administration. This Program should be launched under auspice of RIT by 2013,

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<sup>49</sup> Civil service employees are subject to three months probation period evaluation

and gradually handed over to KIPA after 3 years. A period of three years can be considered a sufficient for creation of a critical mass of teaching and research staff has being developed.

### **6.2.3 Recommendations on KIPA's Strategic Objectives**

For becoming a credible training centre and self-sustainable institution, we recommend to the KIPA a following mid term strategic objectives:

1. Leader in analysis and debate of public administration issues, by
  - Increasing support to R&D Unit;
  - Establishing and supporting Publication Programmes;
  - Establishing strategic alliances with other organizations (local and international).
  
2. Centre of excellence for specific programmes, by
  - Identifying appropriate and specialized programmes;
  - Prepare a three year activity plan to support the development of these programmes.
  
3. Postgraduate Advanced Studies Program in Public Administration, by
  - Identifying a Program partner Institution;
  - Establishing a Advanced Studies Unit;
  - Preparing a three year activity plan to support the development of this program.

4. KIPA should be transform into non - profit Public/ Private Institution, through Public Private Partnership, by 2018. The Government should continue to give KIPA a financial support, as it is a case in Irish IPA.

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9. Lithuanian Institute of Public Administration, <http://www.livadis.lt/en/>
10. Kosovo Institute of Public Administration, <http://www.ks-gov.net/ikap/>
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# Appendix I

## The Questionnaire

### LEGAL STATUS

1. How do you classify the status of KIPA, based on the development trends of the Public Administration?

- Adequate
- Not adequate
- I don't know

2. In your opinion, who should the Institution report to?

- Ministry of Public Administration
- Office of Prime Minister
- Assembly
- Other.....

### GOALS & STRATEGJI:

3. How clear are the vision and goals of the Institute?

- Clear
- Unclear
- I don't Know

4. What are the three main midterm objectives of the Institute?

- .....
- .....
- .....

5. Are you able, in the current situation, to achieve these objectives?

- Yes
- No,
- Partly

STRUCTURE:

6. How does the organizational structure of the Institute relate to the achieving of its objectives?

- It relates
- Does not relate
- Partly relates.

BUDGET & FINANCE:

7. What is the total budget of the Institution?

- .....
- Not aware

8. How sufficient is this budget to achieve the objectives of the Institute?

- Sufficient
- Insufficient
- I do not know

HUMAN RESOURCES:

9. How adequate is the number of employees in KIPA?

- Adequate
- Not adequate
- I don't know

10. How do you estimate the professional skills of KIPA staff?

- Adequate
- Not adequate
- Partially adequate

11. Is there a policy for the development of the organization and the training of staff?

- Yes
- No
- I don't know

12. Is there a separate budget line for capacity building of staff in the Institute?

- Yes
- No

13. Do you see career perspective in the Institution?

- Yes
- No
- I don't know

SERVICES:

14. Does a package of services exist in the Institute?

- Yes. I yes then please answer question 15.
- No
- I not aware of
- Draft

15. How far does this Package meet the training needs of Institutions?

- Fully
- Partly
- Not at al

16. Should the Institution have a department and a program for advanced studies?

- Yes
- No
- I do not know

17. Should the Institution have a department for research?

- Yes
- No
- I do not know

PERFORMANCE:

18. How adequate is the monitoring of performance of the Institute?

- Adequate
- Not adequate
- Partly adequate

## **Appendix II**

### **Advisers CV's**

**Besim M. KAJTAZI**

**Date of Birthday:** 27. 05. 1968

#### **EDUCATION**

Pristina University -University Degree in Law- Lawer

Pristina University Faculty of Law - Master in Law Sciences

#### **WORK EXPERIENCE**

June 2009 – present	Prime Minister Office -Legal Office Title: Director of Legal Office
February 2003 – June 2009	Ministry of Public Services-Legal Office Title: Director of Legal Office
July 2002 – February 2003	Ministry of Public Services-Legal Office Title: Legal Officer
September 2001 – July 2001	Ministry of Agriculture-Legal Office Title: Legal Officer
<b><i>E-mail</i></b>	besim.kajtazi@ks-gov.net; kajtazi@romandie.com
<b>Spoken language(s):</b>	Albanian, English, French & Serbo-Croatian

## HAMIT QERIQI

**Date of Birthday:** 05.10.1977

### **EDUCATION**

Lancaster University, Faculty of Science and Technology - Master of Science (MSc)  
Applied Social Statistics

Pristina University, Faculty of Economics

### **WORK EXPERIENCE**

October 2009 – present KIPA - Department of Administration

Title: Director

March 2006- September 2008 KIPA

Title: Director of Legal Office

July 2003 – March 2006 KIPA

Title: Training Program Developer

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hamitqeriqi@gmail.com

**Spoken language(s)** Albanian, English & Serbo-Croatian