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### **Public administration reform in Kosovo: strengthening the role and capacities of Kosovo Institute of Public Administration : [presentation given November 17, 2010.]**

Pleurat Sejdiu

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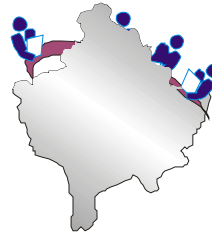
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**American University in Kosovo  
School of Public Service  
&  
Rochester Institute of Technology  
Master of Science Degree in Professional Studies  
Public Administration**



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

**By Pleurat Sejdiu  
November 17<sup>th</sup>, 2010**



## Problem background

“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.”\*

\*“Assessment for Public Sector and Administrative Framework SIGMA’s” 2008



## Kosovo public Administration

- Prior to the 1998 – 1999 war in Kosovo, the state administration was “purified or cleansed” of non-Serb civil servants;
- The UN Civil Administration, UNMIK, organized into four Pillars:
  - Pillar One, Law Enforcement and Justice;
  - Pillar Two, Civil Administration;
  - Pillar Three, Democratization and Institution Building, and
  - Pillar Four, Economic Reconstruction.
- Since 2002, MPS/MPA is responsible for “wellbeing” of the Kosovo Public Administration.



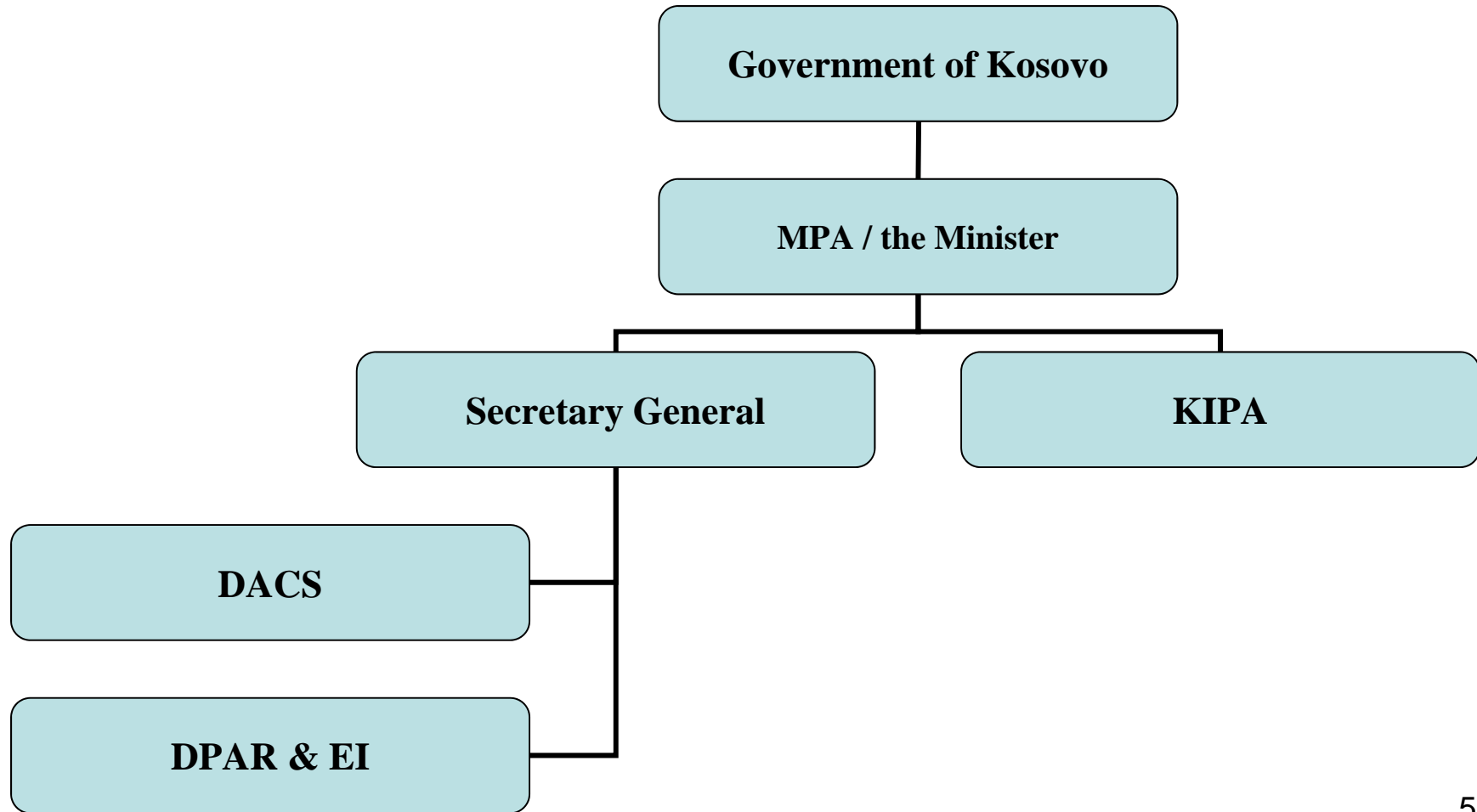
## **Reform of Kosovo Public Administration**

- “The Strategy for Public Administration Reform 2007-2012”;
- The SPAR has its Implementation Action Plan;
- Government Annual review of Action Plan;
- Reform of PA it is closely linked with Process of European Integration;
- DFiD- Donor leader in PA Reform.



# Government Chart

## the Main Stakeholders in PAR



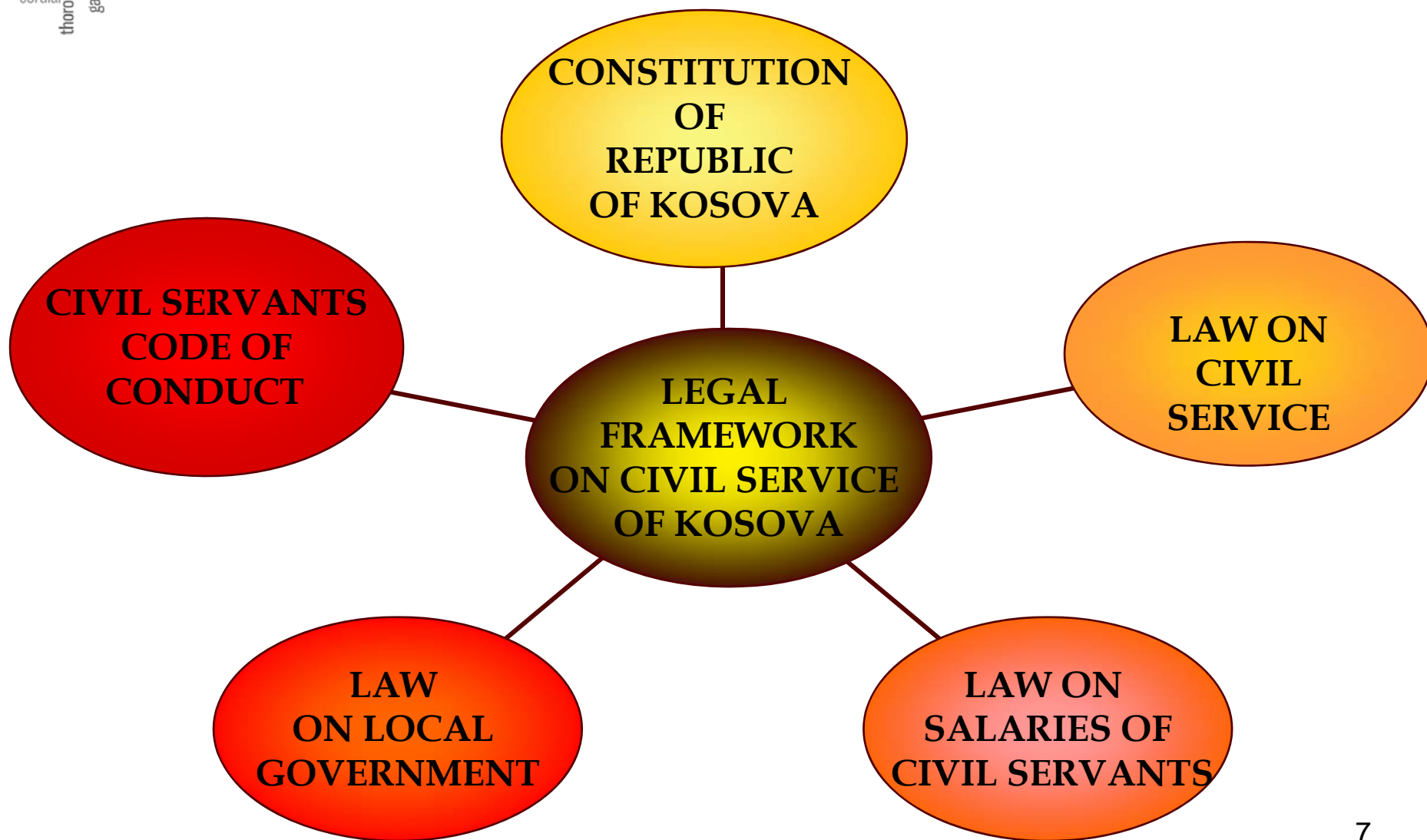


# Kosovo Civil Service -1

- Anglo-Saxon traditional administrative position-based system (UK, USA and New Zealand)
- The governing principals of Kosovo Civil Service:
  - equity;
  - integrity;
  - transparency;
  - honesty, and
  - accountability.



# Kosovo Civil Service - 2







# International Current Trends

## Civil Service Systems

### Career-Based system

- lower financial benefits compared to the more risky private sector,
- but provides health, pensions and redundancy benefits.
- posts are filled, generally, from within the service,
- development of a career path for each individual, through:
  - upgrading of qualifications, and
  - merit based promotion and mobility.
- organized training, performance and evaluation systems.



# International Current Trends - 2

## Civil Service Systems

### Position-Based system

- posts are filled through open competition;
- recruited personnel are field experts;
- rigid as far as promotion and mobility;
- financial rewards reflect the open market;
- very few additional long-term benefits such are:
  - health;
  - pension, and
  - redundancy schemes, except in the cases where there are contract based arrangements.



## International Current Trends - 3

### Civil Service Training Systems

- In most of the European countries, participation in training is considered not only, but also an obligation of civil servants to attend;
- British system, continuous in-service education:
  - in-service training system;
  - modest regard to pre-service training;
  - little attention to specificity of pre-service education, and
  - trainings are specific, short and goal focused.
- French system, pre-service system, pays more attention to education received prior to employment.



# Civil Service Training Institutions

- The legal status of training institutions continued to change in different development fazes of RAP.
- Civil service training institutions were and are under auspice of the ministry that is in charge of public administration and in charge of Reform of Public Administration.



# Funding of Civil Service Training Systems

- Decentralized training funds – allocated to the employing institution;
- Centralized training funds – allocated to assigned civil service training institutions, and
- Also, some governments use the mix funding systems.

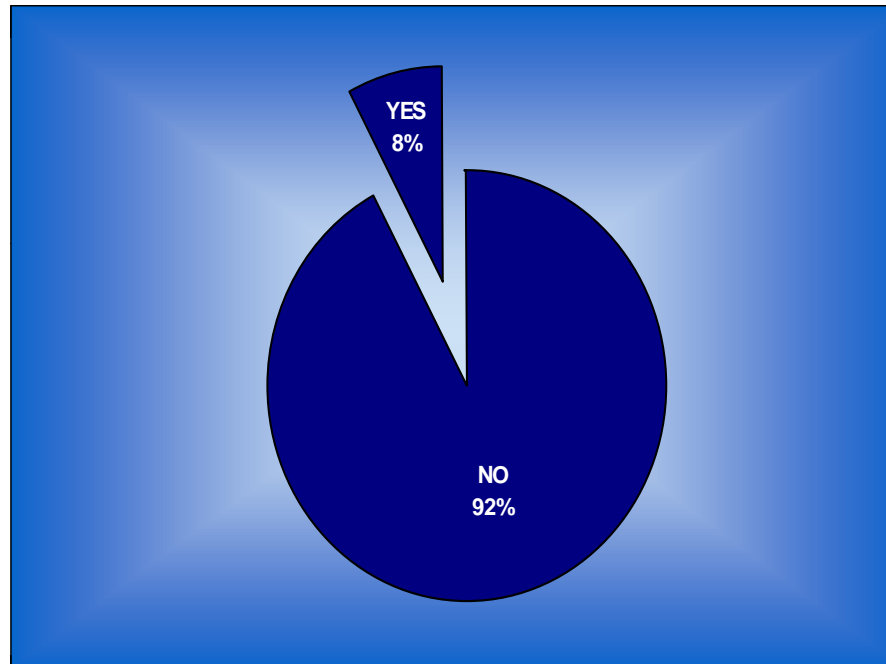


# Case Studies Comparative Matrix

Indicator → State ↓	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 system	IPA –Charity organization status – under auspice of MoF	99	No specific data available		€16 mil (2009)
The Netherlands	Position - based	Independent foundation since 1993	55	450	93	€ 11 mil (2009)



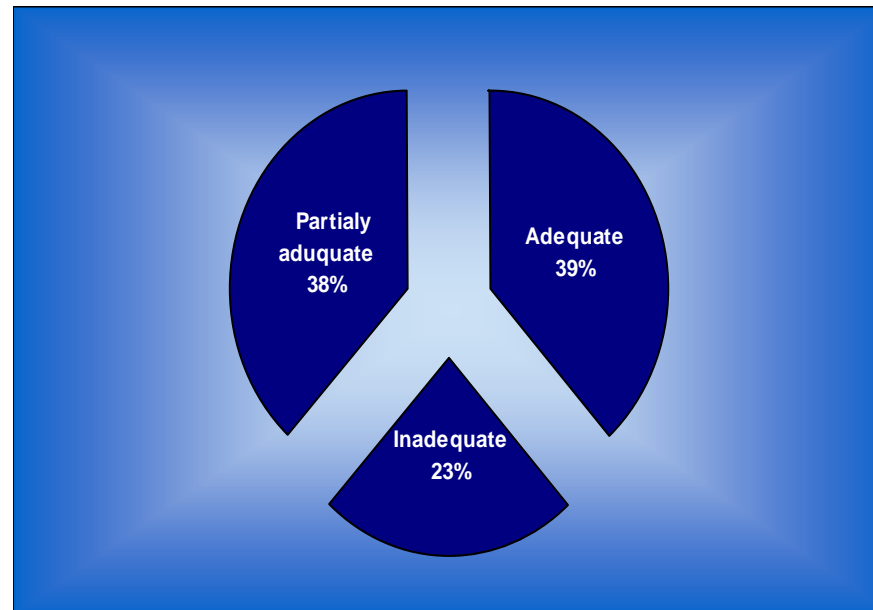
# Stakeholders Assessments of KIPA



Satisfaction on budgetary allocation



## Stakeholders Assessments of KIPA – 2

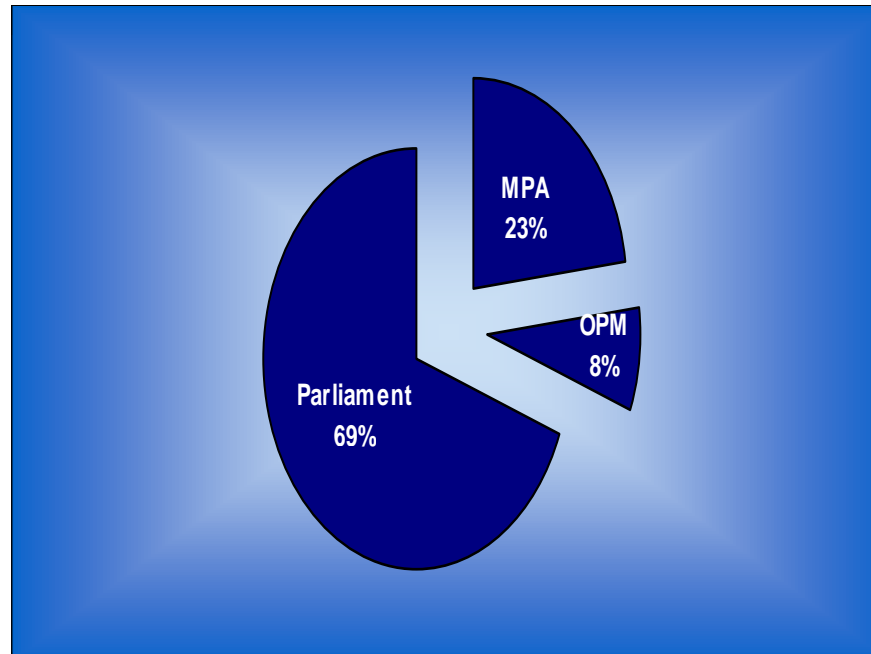


Perception on professional skills of the KIPA staff





## Stakeholders Assessments of KIPA- 3



Wished “mother” institution

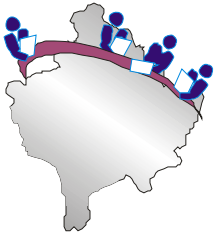


# **KIPA**

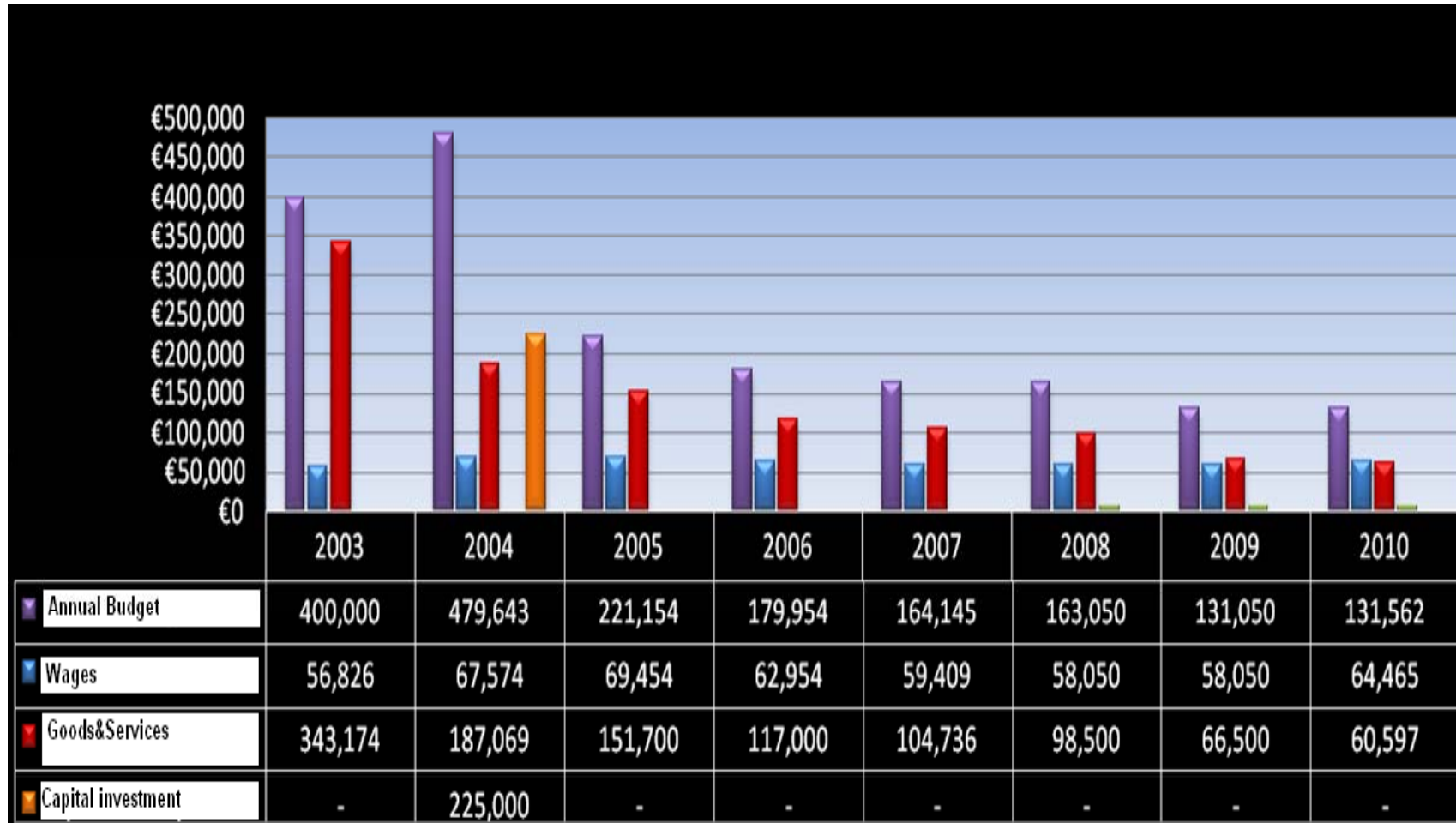
## **From Traditional Towards Market Orientated Training Institution**

### **Legal Framework**

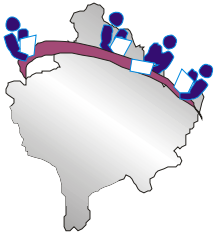
- The Kosovo Institute for Public Administration was established in 2003 as executive agency of MPS;
- The KIPA drafted a Strategic Plan 2005-2007 and also 2007-2009, with a slight variation;
- Law on Civil Service defines The KIPA, as “a responsible institution for implementation of training policies and strategies for training, education and development of capacities of Civil Service”, and
- The KIPA Development Strategic Plan 2010 – 2013, September 2010.



# The KIPA Budget

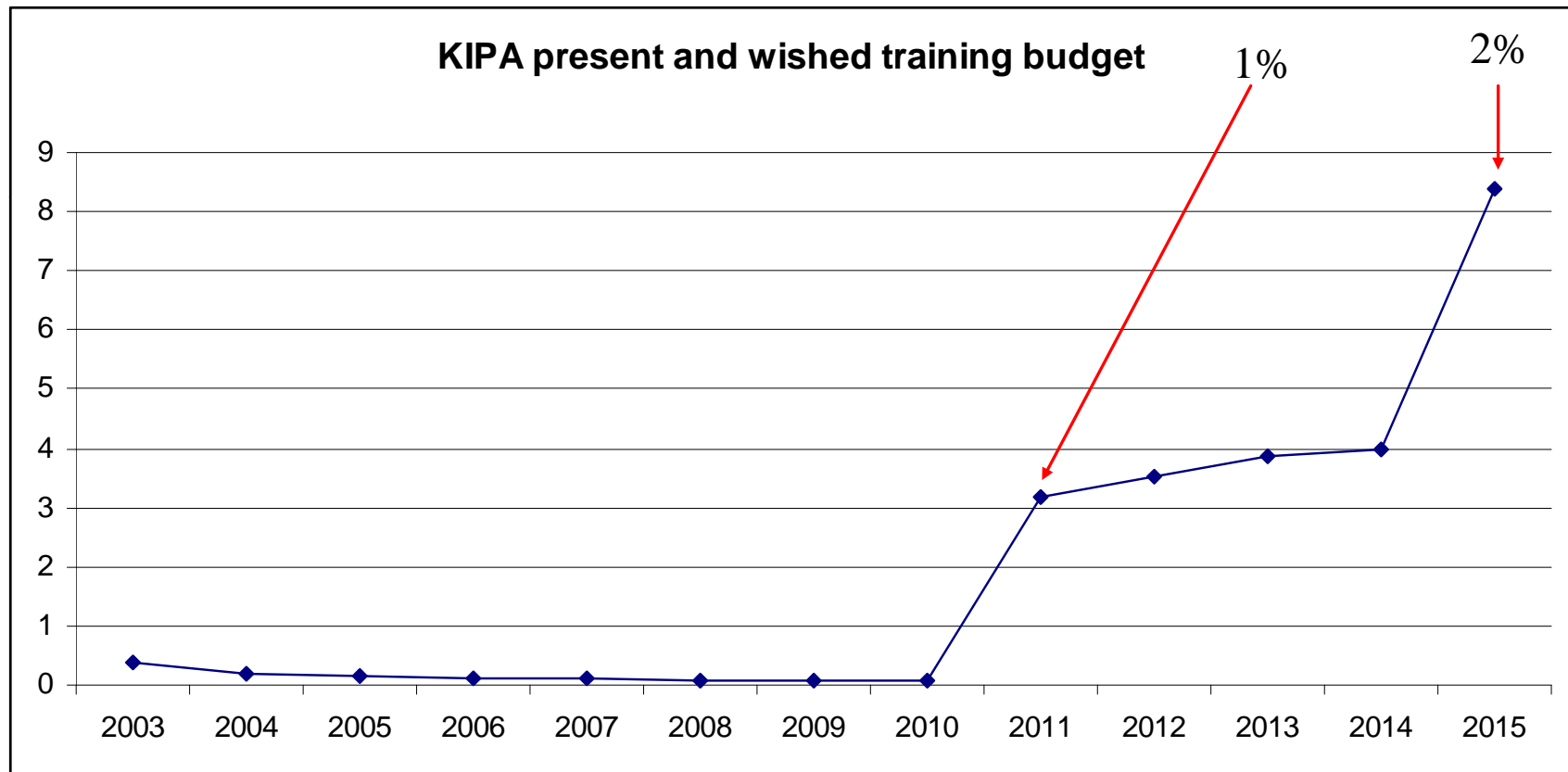


Data source: KIPA

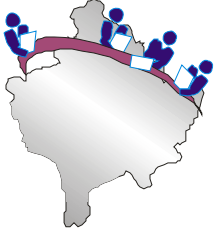


# The KIPA Budgetary Trends

## Category of Goods & Services



Source: KIPA and MEF/DME (MTEF – 2011 -2013)



# The KIPA Human Resources 2010

	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
6	Outsourced trainers	161

Data source: KIPA 2010



# The KIPA Training Statistics

## 2003 – Jun 2010

Indicators Years	Training Programmes/ courses	Training days	Nr. of participators
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
2010 (Jan – Jun)	22	145	1202
<b>Total</b>	<b>261</b>	<b>2409</b>	<b>11067</b>

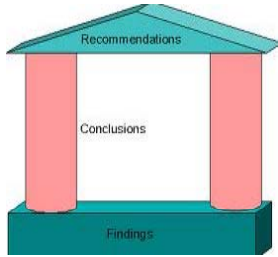


# Most Frequent Trainings for the Period 2003-2008

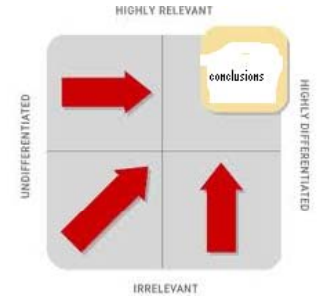
Training Field	Course	Nr. of Groups	Nr. of Training days	Nr of trainees	Number
Legislation	Human Rights	13	32	167	5
	Legislation drafting techniques	12	29	203	4
HRM	Kosovo CSL	21	248	365	5
Budget & Finance	Kosovo Public Procurement Law	29	177	1015	6
Information Technology	Windows XP, Microsoft Office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

Data source: KIPA 2010

\* e-training with 2 groups of CS from municipalities

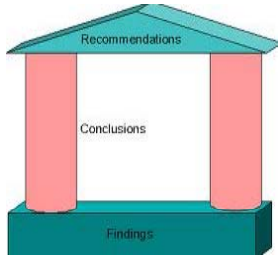


# Main Conclusions

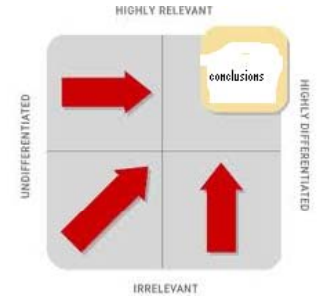


- Modern public services cannot be provided without continuous staff training and the education of experts in several fields;
- Common objective of a civil service training institutions is the continuous improvement of professional skills and education of civil servants;
- Legal status of the Civil Service Training institutes is closely interconnected with the financing modality;

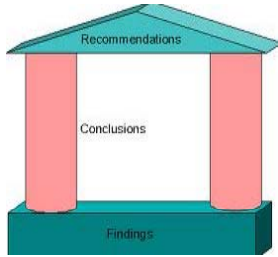




## Main Conclusions - 2



- The financial mechanisms have to facilitate training organization as demand driven not as supply driven;
- There are essentially three different legal status models of CSTC:
  - The traditional model, a training institute is part of the government structure;
  - Privatized- the training centre has been privatized, and
  - Hybrid constellation

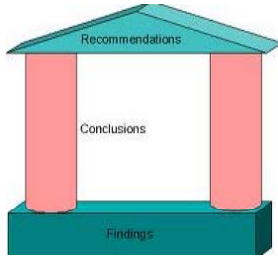


# Recommendations -1



## Primary Recommendations

- Adoption of Law on KIPA, market-like and client-driven philosophy;
- Establishment of:
  - The Executive Board of KIPA, and
  - The Advisory Board of KIPA
- Twining with a similar institution from any of the EU Member States;
- Institutions would be obliged to plan the yearly training budget not less than 1.5 % of salary budget, targeting level of 3% by 2015.

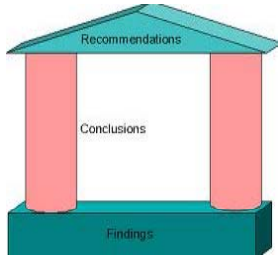


# Recommendations - 2



## Secondary recommendations

- 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;
- Introduction of Public Administration Exam, The KIPA should be the institution which will organize the exam, and
- Introduction of Advanced Professional Postgraduate Studies in Public Administration. For three years under auspice of RIT.



## Recommendations - 3



### Recommendations on KIPA's Strategic Objectives

- Leader in analysis and debate of public administration issues;
- Centre of excellence for specific programmes;
- Postgraduate Advanced Studies Program in Public Administration, and
- Transformation of the KIPA into non-profit Public/Private Institution.

# Thank you for your attention!



# Questions please!

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