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# E-learning in Western Balkans

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# Main points

1. Background of the case
2. Process/dynamics
3. Results/outcome
4. Lessons learned & key recommendations

# 1. Background of the case

- ReSPA is acting as a regional hub for relevant public administration reform (PAR) capacity building and networking activities
- It has established in 2012 the Working Group devoted to Human Resource management and Development. Its mandate is to determine the needs, identify good case examples and streamline the process of disseminating recommendations in subject area
- At the meeting of the HRMD Working Group held in September 2015 all participants confirmed their interest to support further development of their national Human Resource Management and Information System (HRMIS) with the emphasis on e-learning

## 2. Process/dynamics

- To collect adequate information from respective countries on their HRM information systems and eLearning, ReSPA has designed Survey (May 2017)
- Main actors are institutions/agencies in the region in charge of HRMD
- Relevance of data and promptness from interviewed participants in the process

# 3. Results/outcome

<b>Integral HR register and related modules</b>	<b>Macedonia</b>	<b>Albania</b>	<b>Serbia</b>	<b>BIH - RS</b>	<b>BiH - State</b>	<b>BiH - FBiH</b>	<b>Montenegro</b>
Personal records management	Yes	Yes	Yes	Yes	Planned	Yes	Yes
Organization and job classifications	Yes	Yes	Yes	Yes	Planned	Yes	Yes
Contracts management and related rights	No	No	No	No	No	Yes	Yes
Administration of working time	Planned	Yes	Yes	No	No	No	No
Administration of allowances	Planned	No	No	No	No	No	No
Performance management	Planned	No	Yes	No	Planned	Yes	No
Records of disciplinary proceedings	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Training and development	Planned	No	Separate system	Yes	Separate system	Yes	Yes
E-learning	Separate system	No	Separate system	No	Separate system	Separate system	No
Recruitment	Separate system	Separate system	No	Separate system	Separate system	Separate system	No
Automation of day-to-day processes for the institutions' HR units such as administration, production, transmission, printing, and storing of all possible forms, notices, approvals, certificates, contracts, reports, decisions, orders, etc.	Planned	No	No	No	Yes	Yes	No
Reporting and business intelligence	Planned	Yes	Yes	Yes	Yes	Yes	Yes
Employers' self-service	Planned	No	No	No	Planned	No	No
Other, please specify:							
- transfer list (mobility within the service)	Yes						
- voluntary	Yes						

## 4. Lessons learned & key recommendations

- Majority of the countries in the WB region had either separate e-learning system or no such a system developed
- There is good understanding of the importance these systems have for the HR units at central and institutional level and everyone is in agreement that there is no alternative to automation of HR processes in order to make them cheaper, easier and more transparent
- Countries still struggle with system implementation and use in day-to-day business with most problem being identified in mobilizing institutions and stakeholders to regularly update the information and use the system, mutual interoperability of various HR modules and interoperability with other IT platforms and high cost of system maintenance.

# Case of Macedonia

- The Learning Management System (LMS)
- Micro-Learning

The Ministry for Informatics Society and Administration is responsible for these two systems.

# Case of Macedonia

- Electronic trainings are recognized by the Law on Administrative Servants, trainings for the professional development can be organized through the Internet access from the workplace of the administrative official to the electronic training management system.
- Electronic Training Management System is a web-based platform that contains modules and functionalities that enable the undertaking of all steps for the preparation and implementation of training for administrative officers using electronic means.



# Case of Macedonia

- The micro-learning system is a technologically advanced type of e-learning, which is part of the electronic training management system and is used by the administrative officer on a personal computer at the workplace or smartphone as a basic learning tool or an additional learning tool complementary of classroom training.

# Case of Macedonia

- These models, allows for timeliness and increase the scope of training, while not reducing the quality. At the same time, the system enables evaluation and monitoring of the results at all stages of the training without wasting a lot of time
- The trainings are much more accessible to all officials employed in the administration, and at the same time, the needs and possibilities for delivery will not have a big difference.

# Case of Bosnia and Herzegovina

- On 8 May 2014 in Sarajevo, a distance learning programme was presented. It is an e-learning system for training of civil servants from the institutions of Bosnia and Herzegovina which is being introduced by the Civil Service Agency of BiH
- The main challenges were to properly analyze the needs and expectations of the training users, which was done prior to any developments of the terms of reference for the project. Additionally, the Agency has run client satisfaction surveys regularly in order to assess and double-check the quality of the trainings offered.

# Case of Bosnia and Herzegovina

- The Civil Service Agency of BiH has prepared the introduction of new types of training of civil servants: webinar (real-time distance learning via the Internet), e-learning (distance learning via the Internet with the help of lecturers), e-learning on demand (distance learning via the Internet where trainees dictate the pace of learning) as well as in-class learning for specific topics which are processed digitally
- So far, six self-paced trainings have been developed and are in regular use: mobbing, introduction to quality management, introduction to strategic planning, introduction to e-governance, environmental management and employment of civil servants

# Case of Bosnia and Herzegovina

- The Civil service agency of BiH had delivered over 40 webinars, covering different topics, such as trainings in communications, soft skills, protection of intellectual property, writing of official documents and language of the public administration, webinars in English etc. In total 1317 participants took part in the webinars, as the first one was organised in May 2014
- One additional digital enabler – the training management system – has started in 2014. Currently there are 3142 registered users, 657 trainings have been organized using this tool.

# *Lessons learned & key recommendations*

- WB region has gained support for the intensification of the process of digitalization also during the Berlin process once the prime minister endorsed connectivity and use of the IT for the purpose of better, effective and more efficient government. That process included also digital learning and it's all constitutive aspects such as e-learning
- ReSPA has generated experience leading to the conclusion that sustainability of digital learning initiative can be reached only through sector wide and multi-stakeholder approach and involvement. In this process lessons learnt deriving from ReSPA networking events, trainings, working visits, peer reviews and analytical papers lead towards certain recommendations
- Design and implement holistically the entire process from needs assessment till Monitoring and evaluation, with engagement of leaders!

# Questions



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