Насърчаваме доброто управление

КАТАЛОГ
2026

знание

умения

иновации

развитие

ИНСТИТУТ
ПО ПУБЛИЧНА
АДМИНИСТРАЦИЯ

Address by Mr Pavel Ivanov, Executive Director of the IPA

Dear colleagues and friends,

It is my honour to present to you the 2026 Catalogue of the Institute of Public Administration. Catalogue '26 is not just a list of training courses. It is an expression of our common understanding that good governance starts with people, their knowledge, skills and willingness to develop in a world of constant change. In a dynamic environment marked by technological transformations, growing public expectations and new risks, the role of civil servants is changing. Today, you are not just enforcers of rules. You are agents of change, professionals who turn policies into real solutions for people on a daily basis.

In 2026, we are placing even greater emphasis on learning as a strategic tool. Learning as a source of sustainability, trust and efficiency in public administration. That is why our focus is gradually shifting from individual courses to building learning pathways that reflect the real professional roles, needs and responsibilities in the administration and encourage cooperation between different communities and areas of expertise.

In recent years, the IPA has established itself as more than just a training institution. It is a space for development, community and professional growth. We are increasingly working to engage the IPA's informal professional networks because we believe that knowledge multiplies when it is shared. The practice, experience and expertise of the employees themselves are a valuable resource that deserves to be connected, visible and used through partnerships, openness and reciprocity.

Catalogue 2026 also reflects our readiness to work confidently with data, new technologies and artificial intelligence. Not as an end in itself, but as tools for better decisions, more transparent processes and higher quality public services. For us, this goes hand in hand with responsibility, ethics and a clear understanding of the risks. Professionalism in the age of AI means not only skills, but also values. Our vision is to use human intelligence and artificial intelligence simultaneously. This is what we call shared intelligence. An approach in which technology supports expertise rather than replacing it, and in which learning becomes more accessible, more personalised and more meaningful.

2026 is a year of conscious development and professional courage. It is a time when we work together, rely on each other and build trust through actions, not just words.Investing in people remains the surest investment in the future of the country. I believe that together we can walk this path with confidence and with the clear understanding that the administration is strong when it listens, understands and finds solutions together with the community.

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REGULATORY POLICY PROGRAMME

CONDITIONS FOR PARTICIPATION IN IPA COURSES

The Institute of Public Administration offers the following types of training:

Mandatory training for professional development pursuant to Article 35 of the Civil Service Act, intended for:
- those entering the civil service for the first time (course code ZO-1)
- those appointed to a managerial position for the first time (course code ZO-2)

Professional development training intended for employees in managerial and expert positions in the civil service. It includes a wide range of courses, structured thematically into programmes presented in Section II of the Catalogue.

Training at the IPA takes **the** following **forms:**
- **Face-to-face** – traditional training in a classroom;
- **Electronic** – training in an electronic environment, which includes various combinations of video lectures, online sessions, forums, chat, practical tasks, reading materials, tests, etc.;
- **Blended** – a combination of e-learning and classroom-based learning;
- **Hybrid** – a type of blended learning in which all or part of the training is conducted simultaneously in both face-to-face and electronic form.

E-learning courses at the IPA can be:
- **An e-course with a lecturer** (lasting between 8 and 12 hours) that includes a variety of combinations of learning resources, activities and communication opportunities. The learning process is guided and supported by a lecturer;
- **An e-learning module for self-study** (lasting up to 4 hours) that includes various learning resources and activities, including self-assessment.

I. CONDITIONS FOR PARTICIPATION IN PROFESSIONAL DEVELOPMENT TRAINING

- Applications for participation in courses ZO-1 and ZO-2 shall be submitted by the contact persons from the respective administrations through the IPA information system. Detailed instructions for submitting applications for training courses are published in the profile of the contact persons from the administrations. Applications for ZO-1 and ZO-2 should be submitted within one month of the appointment of employees subject to compulsory training for professional development.
- All professional development training courses are free of charge. Participants' travel expenses shall be covered by the responsibility of the relevant administration.

II. CONDITIONS FOR PARTICIPATION IN PROFESSIONAL DEVELOPMENT TRAINING

The professional development training courses in **Catalogue 2026** are presented in thematically structured programmes, which include **fee-based training courses** and free **e-learning modules**.

Training courses with a fee

- **Applications for fee-based professional development training courses** (regardless of the format) and for training courses included in the Annual Plans **shall be submitted** only **electronically, twice a year**, within the deadlines specified below.
- **The contact** persons from the respective administrations enter the necessary data for the participants in the individual courses into the IPA Information System.
- **An application for participation** in a course **shall be considered submitted** to the IPA Information System only **after the contact persons have indicated in the application a planned payment and this payment has been confirmed by the IPA.**
- **An important condition** when submitting a training application in the IPA Information System is that the trainee's profile
  .
  - Each **participant** included in a specific training group **receives** automatic **rem**inder **messages from the IPA** 14 calendar days and 7 calendar days before the start of the training.

Deadlines for submitting applications for fee-based training courses

Training periods at the IPA	Deadline for submitting applications
Spring-summer (15 April - 15 August)	by 25 March
Autumn (15 September - 15 December)	by 25 July

Detailed instructions for submitting applications for professional development training are published in the contact persons' profile in the information system.

Electronic self-study modules (e-modules)

- The e-learning modules are **free of charge.**
- The e-learning modules are held between **April and December.**

Individual applications for e-modules

- State administration employees can also submit individual applications for IPA e-modules for the above-mentioned periods.
- The contact persons from the respective administrations have the opportunity to monitor the individual applications submitted applications submitted by their employees to verify their successful completion.

Requirements for participants

The IPA reserves the right to refuse participation in training to employees who do not meet the specified target group criteria.

Preparation of a training schedule

- Based on the submitted applications for fee-based training courses, a schedule is drawn up for the above-mentioned periods. The IPA shall inform the contact persons from the administrations in a timely manner when the schedules are available in the Institute's Information System.
- **Additional information is sent to the contact persons from the administrations only in case of changes in the schedule.**
- Information on the groups formed is also sent in a timely manner to the employees who have submitted individual applications for e-modules.

Refund of training fees

- The IPA reimburses training fees paid by administrations that are cancelled/waived for reasons beyond the control of
- the applicants. In such cases, there is no need for the administrations to send an official letter requesting a refund.
- **If an employee is unable to participate** in a scheduled IPA training course, **the administrations are required to give written notice at least 7 working days before the start of the specific training course**, by email to g.markova@ipa.government.bg or by letter.
- Administrations have the option to replace the participant with another or transfer the paid fee to another training course, and must indicate in the email or letter the names of the employees who will participate in the training.

Costs of participation in training courses

Travel expenses (daily allowances, travel, hotel accommodation) of participants in fee-based courses shall be borne by the respective administration.

III. GENERAL TERMS AND CONDITIONS

The following **GENERAL TERMS AND CONDITIONS** apply to all training courses organised and conducted by IPA – for professional development (with or without a fee):

Timely notification in case of an employee's inability to participate in a planned training course

If an employee is unable to participate in a scheduled IPA training course, **administrations are required to give written notice at least 7 working days before the start of the specific training course**, by email to: g.markova@ipa.government.bg with a copy to the relevant training manager. Administrations (specific employees, through the HR department) have the following options, subject to the above deadline:

- to reassign the employee to participate and join another group for the specific training (joining another group is only after checking for available capacity);
- replace the employee with another employee for the specific training, indicating in the email or letter the names of the employee who will participate in the training;
- transfer the paid fee to another training course with an identical fee, specifying in the email or letter the names of the employee who will participate in it.

Change in the form of training

In circumstances that do not allow for face-to-face or blended/hybrid training, the planned courses will be conducted entirely online, and administrations will be informed of the relevant changes in a timely manner.

Duration of blended or electronic courses

For each professional development course that is in blended or electronic form, the planned duration of the training in teaching hours is indicated. The time period in days within which the training must be completed is also indicated.

Protection of personal data

The Institute of Public Administration processes personal data in accordance **with** its **Personal Data Protection Policy published on the Institute's website.**

Accessible and secure environment

When submitting an application for in-person or blended/hybrid training, **administrations should inform the IPA in writing of any circumstances related to mobility difficulties of employees subject to training**, so that their training can be planned and conducted in an accessible environment. Information should be sent to the email addresssupport@ipa.government.bg , indicating the names of the employee(s) and the training(s) for which the applications have been submitted.

Electronic certificates

Employees who have successfully completed an IPA course receive **an ELECTRONIC CERTIFICATE,** which is generated and displays it in the student's profile within three days after the end of the respective training.

Customised training

The Institute of Public Administration offers administrations the opportunity to request customised training throughout the year in order to meet their specific needs.

Customised training courses are requested using the form in Appendix 1, published on page 119 of the Catalogue, as well as on the IPA website, in the "Training" section for professional development.

The minimum number of participants in a group is 15. Customised training courses can be based on topics from the IPA Catalogue, but with different duration or adapted content, as well as on topics outside the Catalogue, proposed by the relevant administration. The duration of customised training courses can be up to 2 days or 16 teaching hours. The specific conditions for their implementation - lecturer, programme, form, duration, date and place of implementation, etc. - are specified for each individual request.

The individual fee for participation in customised training is €51.00 per day (8 teaching hours).

IMPORTANT: Training courses from the **"MANAGEMENT AND PERSONAL EFFECTIVENESS"** programme with codes **UM-7 to UM-12** inclusive are held **throughout the year**, but **only upon request** by the administrations and with a minimum number of 15 participants.

Administrations are required to inform the IPA in a timely manner of any changes in their contact persons.

IPA address:

Sofia 1000, ul. Serdika 6-8

Tel: 02/940 25 56

www.ipa.government.bg

Help Desk: support@ipa.government.bg

(Technical support unit for working with the IPA information system)

General coordination of training:

Galina Markova   **Tel: 02/940 29 57**   E-mail g.markova@ipa.government.bg

Coordination of training for professional development:

Katya Topalova   02/940 37 58   E-mail k.topalova@ipa.government.bg

Elena Videnova   02/940 37 61   E-mail e.videnova@ipa.government.bg

Coordination of customised training courses:

Zornitsa Stefchova   02/940 25 59   E-mail z.stefchova@ipa.government.bg

I.
ОБУЧЕНИЕ ЗА СЛУЖЕБНО РАЗВИТИЕ
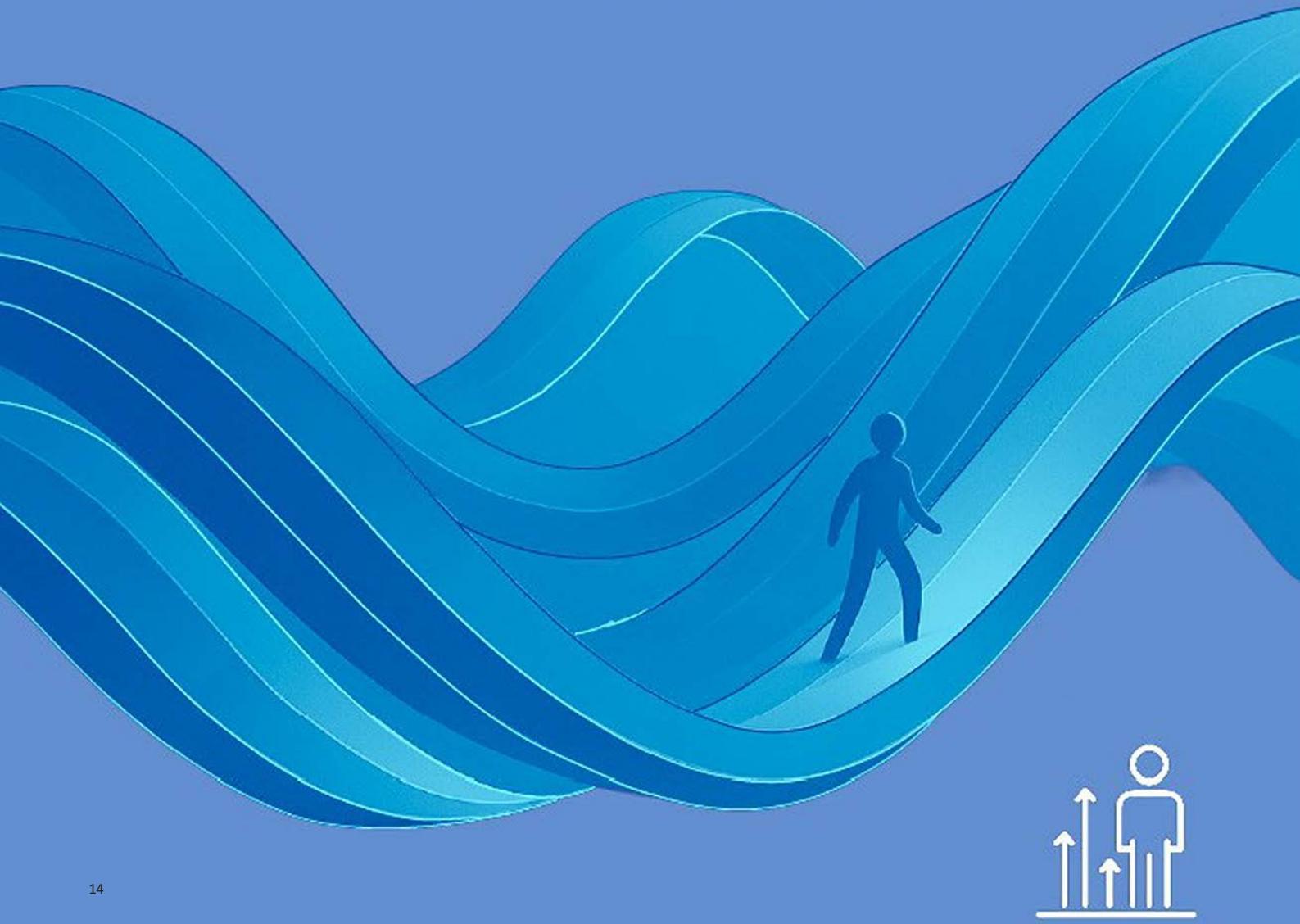
Target group

Employees in expert positions appointed for the first time to the civil service who are subject to compulsory training under Article 35b of the Civil Servants Act.

Description

The professional development training aims to prepare newly appointed civil servants for faster and more successful adaptation to work in the public administration. The training covers topics necessary for civil servants to perform their duties effectively, integrate into a team, the rights and obligations of civil servants, the code of conduct, administrative style, as well as topics related to the use of AI at work, data management and innovative approaches to assist in the performance of official duties. The course comprises a total of 12 modules, divided into two stages.

The first stage includes nine e-learning modules for self-study. No more than 28 teaching hours are required to complete these modules, and participants are given a period of four weeks in which to plan and complete their self-study at a time convenient for them. **Successful completion of the first stage is a prerequisite for inclusion in the second stage of training.**

THE MODULES IN THE FIRST STAGE ARE:

Module 1: Code of Conduct for Employees;

Module 2: Administrative Stylistics;

Module 3: Cyber hygiene when using e-mail; **Module 4:** Acts of administrative bodies; **Module 5:** Application of e-government systems;

Module 6: Structure and functioning of the administration;

Module 7: Fundamentals of artificial intelligence; **Module 8:** Fundamentals of data management; **Module 9:** Innovation in the public sector.

THE MODULES IN THE SECOND STAGE ARE:

Module 1: Initiatives for the development of the administration
- Organisational structure of the administration
- Priorities in the activities of the administration
- Innovative solutions for the development of the administration

Module 2: Personal effectiveness
- Communication skills
- Teamwork skills;
- Results orientation.

Module 3: Status of civil servants
- Rights and obligations of civil servants;
- Career development;
- Performance appraisal of civil servants.

Duration of the second stage: 12 teaching hours (1.5 days)

ЗО-1 Въведение в държавната служба Модули в програмата	Компетентности						
	Аналитична	Ориентация към резултати	Работа в екип	Комуникативна	Фокус към клиента	Професионална	Дигитална
Кодекс за поведение на служителите					✓	✓	
Административна стилистика				✓			
Киберхигиена при използване на е-поща				✓	✓		✓
Актове на административните органи	✓					✓	
Приложение на системите за е-управление	✓				✓		
Структура и функциониране на администрацията	✓					✓	
Основи на изкуствения интелект		✓					✓
Основи в управлението на данни	✓						✓
Иновации в публичния сектор	✓	✓	✓		✓		✓
Структура и функциониране на администрацията (практическа сесия)	✓					✓	
Лична ефективност		✓	✓	✓			
Статут на държавния служител		✓			✓	✓	

For newly appointed employees who wish to further improve their basic training, we recommend the following advanced training courses:

• Application of the Administrative Procedure Code;
• Collaborative work in a digital environment;
• Introduction to information and cyber security;
• Electronic documents and electronic signatures;
• New technologies in management - the world of data

Target group Civil servants appointed to a management position for the first time who are subject to compulsory training under Article 35b of the Civil Servants Act

Description

The aim of the training is to prepare newly appointed managers to successfully cope with their basic management functions and responsibilities. During the training, the main management tasks and responsibilities of civil servants , planning and ensuring the necessary human resources, integrity of the civil service, team management, conflict resolution and others are discussed. The course includes **a total of 9 modules, divided into 2 stages.**

The first stage is conducted electronically and includes five self-study modules, which take no more than 20 hours to complete. Participants are given a period of four weeks in which to plan and complete their self-study at a time convenient for them.

Note: *For employees appointed to a managerial position for the first time who have no professional experience in public administration, the first stage of training includes six modules.*

The second stage is conducted in person and includes three modules:

THE MODULES IN THE FIRST STAGE ARE:

Module 1: Quality management in administrative activities;

Module 2: Cybersecurity policies and practices in organisations;

Module 3: Application of emerging technologies in public administration (GovTech);

Module 4: Innovation management in the public sector

Module 5: Crisis management;

Module 6: Fundamentals of administration. Administration Act and Civil Servants Act.

Note: *Module 6 is mandatory for managers without professional experience in public administration.*

THE MODULES IN THE SECOND STAGE ARE:

Module 1: Management of administrative activities
- Basic management functions and responsibilities;
- Planning and provision of necessary human resources;
- Management of organisational implementation.

Module 2: Integrity in public service
- Ethics and professional conduct;
- Loyalty and conflict of interest;
- Transparency and openness.

Module 3: Personal management effectiveness
- Team management and conflict resolution;
- Persuasive communication and negotiation;
- Skills for effectiveness.

Duration of the second stage: 16 teaching hours (2 days)

For managers who wish to further improve their basic training, we recommend the following advanced training courses:

- Annual administrative goals and their connection to strategic documents and budget forecasting;
- Leadership skills for employee development;
- Digital tools for leadership presence and social influence;
- Strategic forecasting;

II.
ОБУЧЕНИЕ ЗА ПРОФЕСИОНАЛНО РАЗВИТИЕ
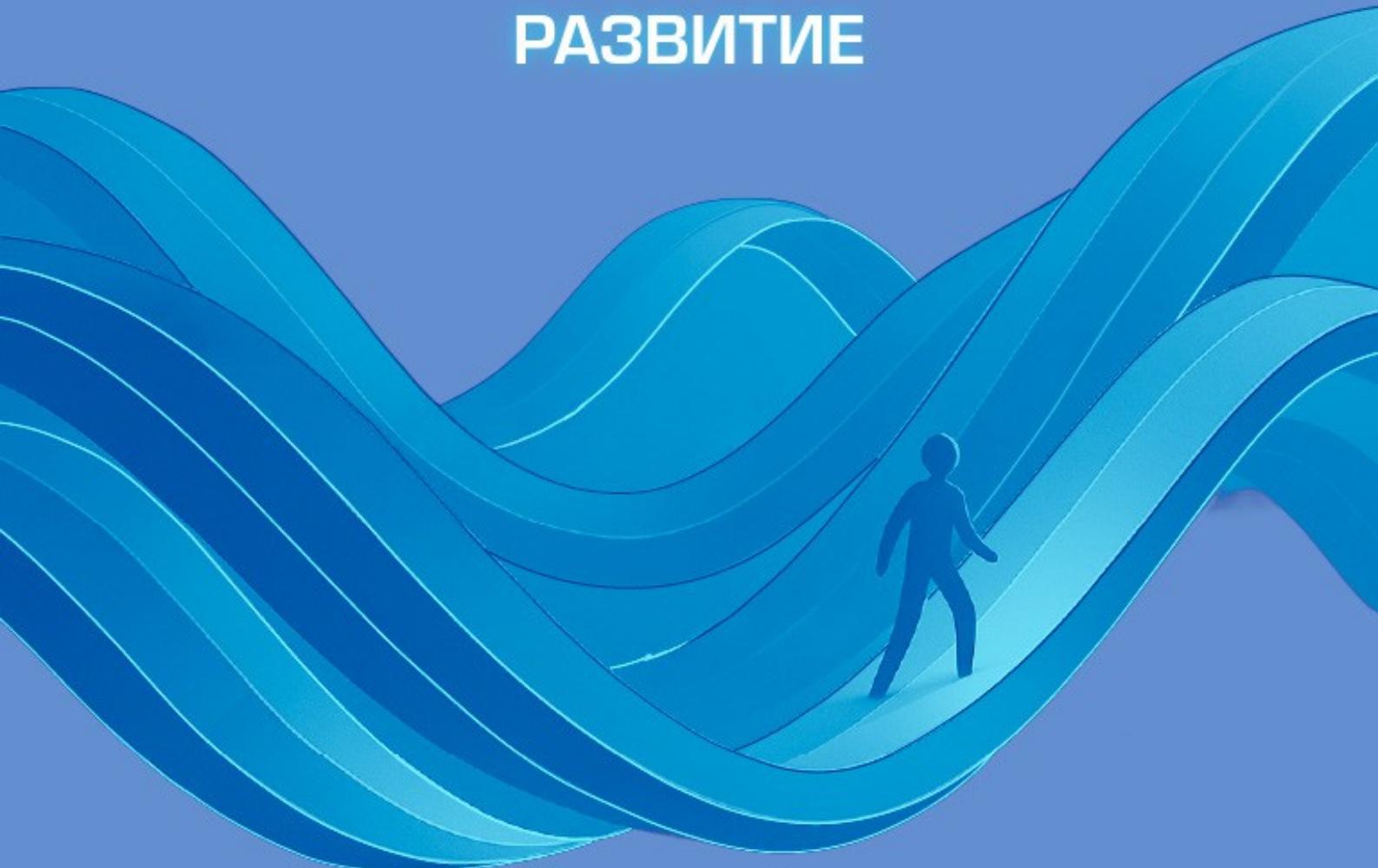
Програмите за професионално развитие в Каталог 2026 са съобразени с изготвения от ИПА "Анализ на потребностите от обучение в държавната администрация" за периода 2025–2027 г.

Programme manager contacts

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Програма
Интелигентно управление на данни и изкуствен интелект

Програма „Интелигентно управление на данни" е комплексна обучителна инициатива, разработена в отговор на нарастващите нужди от надграждане и задълбочаване на компетентностите, свързани с данните и новите технологии в държавната администрация. След старта ѝ през 2025 г., програмата се развива и надгражда въз основа на проучването на потребностите от обучение в областта на изкуствения интелект, проведено през 2025 г. в рамките на проучването „Индекс за готовност за изкуствен интелект в държавната администрация". Програмата предлага систематичен подход към развитието на ключови компетентности за отговорно и ефективно използване на съвременните технологии.

ID-1 Fundamentals of Data Management

Target group

Managers and employees in expert positions in central and regional administration whose duties include data management, processing and analysis.

Description

In today's digital era, effective data management has become a key factor for the success of any public sector organisation. This course provides basic knowledge and practical skills in the field of data management, focusing on the requirements of European and national legislation, methodological and operational documents, and modern standards for working with data. Participants will gain a systematic overview of the basic principles and practices of data management, which will enable them to improve work processes in their organisations and extract more value from working with data in the strategic and operational process.

The main topics covered in the training are:

- Introduction and basic concepts in data management;
- Data life cycle;
- Data management frameworks; Roles and processes;
- Methods for structuring and organising data; Data quality; Sources of truth; Data connectivity; Catalogues and metadata;
- Data access and data availability; Data storage and auditing;
- Working with data and linking operational processes to data;
- Interoperability standards; Key organisations and models by sector;
- Practical aspects of the Data Management Regulation and other regulatory documents.

Upon completion of the training, participants will:

- understand the basic principles and concepts of data management;
- can assess and supplement the organisation of data-related processes in their organisation, as well as define roles related to data management;
- are familiar with the data lifecycle in their organisation;
- can apply methods for effective data structuring and organisation, improve data quality and introduce assessment mechanisms;
- are familiar with and can apply standards for data interoperability;
- understand and apply the requirements of European and national legislation and methodological recommendations for data management.

Expected results

Duration: 8 teaching hours (1 day)

Period: September - December

Form of training: classroom-based

Fee: €51

ID-2 Planning and monitoring through data, data sources and indicators

Target group Managers and experts from central and local government involved in planning processes

Description Data is one of the key resources for achieving strategic goals in public administration and is inextricably linked to the processes of strategic planning, monitoring and evaluation of performance, policy-making and decision-making. The course will cover the processes of data collection, cleaning, combining, analysing and visualising. The regulatory and strategic framework for data, its creation, management, maintenance and sharing, as well as the basic requirements for its quality, will be explained.

The tools for accessing statistical information from the NSI, Eurostat and other official data sources used in public administration will be presented in detail.

The practical elements of the course focus on linking data to indicators for monitoring the implementation of various strategic efforts, covering issues in the areas of measurability, quality, frequency, methodology and interpretation of data for the set objectives. Data from various policy areas are examined, along with an overview of the different formats for data storage and the specifics of accessing and working with them, and answers are sought to common situations in the planning and performance evaluation process.

Expected results Upon completion of the training, participants will:

* be familiar with the different types of data, storage formats and content, and the specifics of working with them;
* be familiar with the main sources of data in public administration and the international arena and the regimes for accessing and using these sources;
* be familiar with the main theoretical requirements for the creation and storage of data and its quality;
* be familiar with the current and upcoming concept for a regulatory and strategic framework for data;
* be able to apply basic methods for transforming, cleaning, combining and processing data;
* be able to formulate different types of indicators for monitoring and evaluating the implementation of , and apply different approaches to data visualisation and interpretation.

Duration: 16 academic hours (2 days)

Period: September - December

Form of training: in-person

Fee: €102

ID-3 Data storage and protection
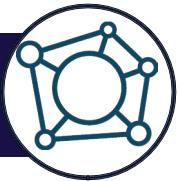
Target group

Managers, experts and IT specialists from central and local government who work with data and are responsible for its storage, processing and protection, including data protection officers (DPOs), system administrators and information security experts.

Description

In a rapidly evolving regulatory environment (GDPR, Data Act, AI Act, NIS 2) and with increased requirements for the public sector, proper data management and protection is becoming a fundamental responsibility of every administration.

The course presents the overall data protection ecosystem, including European acts, the national regulatory framework and international standards ISO/IEC 27001, ISO/IEC 27002 and ISO/IEC 42001. The training builds on participants' practical skills in implementing organisational and technical measures, classifying data using the Traffic Light Protocol (TLP), managing risks and ensuring compliance.

Expected results

Upon completion of the training, participants will:

- be familiar with the main requirements of the GDPR, Data Act, AI Act, NIS 2 and the Minimum Requirements Regulation;
- understand the role of ISO/IEC 27001 and ISO/IEC 27002:2022 in developing policies and measures for data protection;
- can classify information using TLP and select appropriate organisational and technical measures;
- are able to identify risks and apply key controls — encryption, access management, MFA, archiving, logs and vulnerability management;
- know how to respond to incidents and comply with GDPR and NIS 2 notification requirements;
- be able to develop practical internal rules for storage, access and protection of data; they can analyse data protection in AI systems in the context of the AI Act and good practices for cyber resilience.

Duration: 8 teaching hours (1 day)

Period: September - December

Form of training: in-person

Fee: €51

ID-4 Data analysis and visualisation

Target group Managers and employees in expert positions in central and local government with experience in working with spreadsheets for data analysis and processing, but without previous experience with specialised data analysis software

Description In the era of big data, the ability to extract meaning from information and present it in an understandable way is a key competence for employees in the administration. This course provides a practical approach to data analysis and visualisation, building on acquired spreadsheet skills and combining traditional techniques with the capabilities of modern technologies, including artificial intelligence. The course focuses on the use of software to connect data from different sources, clean, transform and model data. Participants will acquire skills to transform complex data sets into understandable visual representations that support informed decision-making.

NOTE: *As the laboratory exercises are in English, a good command of the language is required.*

The main topics covered in the training are:

* Using available data to extract information and make effective decisions;
* Cleaning, transforming and modelling data using specialised software;
* Creating clear and useful graphs, tables and reports;
* Sharing the reports created within and outside the organisation;
* Applying artificial intelligence in data analysis;
* Creating dashboards; Integrating analyses into the decision-making process.

Expected results Upon completion of the training, participants will:

* extract and profile data from various sources, applying the necessary transformations;
* design and implement a data model using DAX formulas, variables and aggregations;
* create detailed reports and tables for effective data visualisation;
* perform advanced analyses to obtain more in-depth information from the data;
* manage workspaces, semantic models, and data protection and management settings.

Duration: 16 academic hours (2 days)
Period: September - December
Form of training: in-person
Fee: €102

ID-5 Policies and access to data

Target group: Management and expert staff from central and regional administration whose duties include data management, processing and analysis, commitments related to open data and registers, data sharing, personal data protection

Data is one of the key resources for public administration, and managing it in order to maximise its value is becoming a priority task for the organisation of a number of processes. The aim of this course is to outline the different uses of data in the public sector, to introduce key concepts and skills related to data management and processing, and to provide an in-depth look at the relevant national and European legislation. It examines the obligations of the administrations under the Access to Public Information Act, the Open Data Directive, the Data Management Act and other relevant legislation, as well as practical aspects of data structuring and sharing, in particular publication on the Open Data Portal.

The main topics covered in the training are:

• The importance of data in the public sector. Data as legal facts in a digital environment. Data and administrative services. Identification and attributes described by data.

• Legal framework for data access and reuse at national and European level. Open data and other modes of access to data in the public sector. Data spaces.

• Terminology and tools for working with data. Good practices for managing data sets and ensuring data quality.

• Working with the Open Data Portal. The European Open Data Portal and other catalogue tools and data sources relevant to the public sector.

• Tools for data visualisation and processing. Legal framework for the use of data in artificial intelligence-based tools. Copyright. Upon completion of the training,

Expected results

participants will:

• be familiar with the basic terminology and tools for working with data;

• be familiar with the legal framework at national and European level in the field of access to and reuse of different types of data;

• understand and apply good practices for processing, linking, anonymising, maintaining and reporting on data sets;

• are able to structure data sets appropriately;

• are familiar with the mechanisms for publishing and organising data sets and resources on the Open Data Portal and know how to work with it;

• are familiar with the mechanisms for accessing data through the RegiX inter-register exchange environment, as well as international data sources;

• can recognise and publish high-quality open data;

• are familiar with data processing tools and can apply them.

Duration: 8 academic hours (1 day)

• **Period:** April -August

• **Form of training**: in-person **Fee:** €51

ID-6 Introduction to Artificial Intelligence and Machine Learning

Target group

Managers and employees in expert positions in central and local government who are interested in the possibilities of artificial intelligence and its application in the public sector

Description

In the era of digital transformation, artificial intelligence (AI) and machine learning (ML) are establishing themselves as key tools for modernising processes in the public sector. This course offers basic and technical knowledge of the concepts, principles and applications of AI and ML in the context of public administration. Participants will learn about practical examples, basic algorithms   and   tools,   as well as   and   with technical   requirements   for   implementation.

The main topics covered in the training are:

- Basic concepts of AI and ML;
- Overview of basic machine learning algorithms (regression, classification, clustering);
- Different types of neural networks and their application;
- Building simple models for prediction and classification;
- Real-life examples of AI applications in the public sector;
- Data analysis and management for the needs of public administration;
- Principles of transparency and accountability in the implementation of AI-based solutions.

Expected results

Upon completion of the training, participants will:

- have a basic understanding of the main concepts and possibilities of AI and MO;
- recognise appropriate cases for applying AI and ML in their work;
- be able to analyse data and apply it when working with simple machine learning models;
- are familiar with the principles of transparency and accountability in the use of AI technologies in the public sector.

Duration: 16 academic hours (2 days)

Period: April - August **Form of training**: in-person

Fee: €102
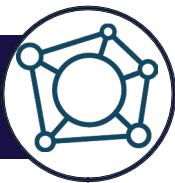
Target group

Managers and employees in expert positions in central and local government who are involved in strategy development, data analysis and process improvement through innovative technologies.

Description

Artificial intelligence applications are rapidly entering many aspects of business. Inevitably, they will also enter state and municipal administration with the aim of increasing productivity and efficiency. The aim of the course is to familiarise participants with the possibilities for implementing artificial intelligence in their activities and the related ethical and legal aspects, as well as the risks. An overview of some AI applications will stimulate discussion on the use of AI among course participants.

The main topics of the training are:

- Fundamentals of artificial intelligence and its significance for the public sector, benefits and risks for government organisations;
- Regulatory frameworks, data protection and privacy, transparency and accountability. Risks;
- Change management and cultural transformation: preparing the organisation to adopt new technologies, training staff, overcoming resistance to change;
- Review of some applications of artificial intelligence and assessment in terms of risks and applications:
    - Idea Generator;
    - Chatbot;
    - Tools for creating text (Writing tools), images (Image generators), video (Video generators), websites (Website tools).
- Code generators
- Discussion: "How can I use some of the applications discussed in my work?"

Expected results

Upon completion of the training, participants will:

- are familiar with the basic terminology and tools for working with artificial intelligence applications;
- are familiar with the legal and ethical framework of artificial intelligence;
- are prepared to introduce artificial intelligence into their work;
- can suggest ideas for implementing artificial intelligence products in their work.

Duration: 8 academic hours (1 day)

Period: September - December

Training format: in-person

Fee: €51

ID-8 Creating digital assistants, chatbots and other applications (technical course)

Target group Managers, IT experts and experts with technical knowledge who are involved in the design, development and optimisation of digital public services

Description With the development of artificial intelligence technologies, digital assistants and chatbots are widely used in the public sector to improve the efficiency and quality of services. This course offers in-depth understanding and practical skills for designing and implementing such systems, with a focus on their integration into existing administrative processes using open source solutions. The course provides examples of successfully implemented digital assistants in the public sector and guidelines for their maintenance and updating.

The main topics covered in the training are:

- Basic principles and architectures of digital assistants and chatbots;
- Creating and managing a development environment;
- Working with package managers and IDE;
- Integration of chatbots with internal systems and databases via REST API;
- Creating simple CLI interfaces;
- Vectorisation of information and working with vector databases.

Expected results Upon completion of the training, participants will:

- understand the basics of building and working with digital assistants and chatbots;
- be able to develop and implement simple chatbots in their administrative processes, using open source solutions and knowing the technical steps involved;
- be familiar with the main open source NLP libraries and tools;
- can analyse and optimise the effectiveness of implemented applications;
- know how to integrate digital assistants with internal systems.

Duration: 16 hours (2 days) **Period:** April - August

Form of training: in-person

Fee: €102

NOTE: *The training is designed for both beginners and advanced users in the field of GIS. Before the start of the training, an entrance level test will be conducted, based on which basic and advanced groups will be formed.*

Target group

Managers and experts from central and local government who work or plan to work with geographic information systems

Description

Geographic Information Systems (GIS) are a key tool for analysing, visualising and managing spatial data in the public sector. This course provides fundamental knowledge and practical skills for working with open source GIS (QGIS), focusing on their application in the context of regional development, planning and management. The course offers the opportunity to develop basic skills, as well as to build on advanced skills. The level is determined by an entrance test, after which participants are divided into groups.

The main topics covered in the training are:

- Introduction to GIS and basic concepts;
- GIS data models;
- Data sources and working with metadata. National and international geoportals;
- Editing and managing spatial data;
- Cartographic projections and coordinate systems;
- Principles of cartographic design;
- Practical work with QGIS;
- Data sharing and exporting.

Expected results

Upon completion of the training, participants will:

- be familiar with the different types of GIS, their advantages and disadvantages;
- understand the application of GIS in regional development and management;
- can collect, enter and process geometric and attribute data;
- are able to work with vectors, rasters and text data;
- can effectively use the main data portals in Bulgaria and the EU;
- apply different cartographic projections;
- create professionally designed maps;
- share maps and data in various formats.

Duration: 16 academic hours (2 days)
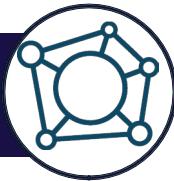
Period: April - August **Form of training**: in-person

Fee: €102

ID-10 Legal aspects of artificial intelligence

NEW

Target group

Managers and employees in expert positions in central and local government whose responsibilities include working with information systems/digital technologies and/or working in the field of e-government, including in the areas of regulation, public services or policy development, regardless of the sector of government.

Description

The course covers the legal aspects of artificial intelligence in accordance with Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence and amending Regulations (EC) No 300/2008, (EU) No 167/2013, (EU) No 168/2013, (EU) 2018/858, (EU) 2018/1139 and (EU) 2019/2144 and Directives 2014/90/EU, (EU) 2016/797 and (EU) 2020/1828 (Legislative Act on Artificial Intelligence). The main objective is for participants to gain a clear understanding of the legal framework, its application in the public sector and the practical obligations arising from it. To achieve this objective, practical case studies based on real examples from the administration will be examined and group tasks for assessing the risks of specific systems will be discussed.

The main topics covered in the training are:

- Introduction to artificial intelligence regulation: technology regulation – multi-layered competent authorities and regulatory documents; risk-based approach; basic concepts – AI system; general structure and objectives of the regulation; implementation of the regulatory framework over time;
- Participants and competent authorities;
- Subject scope of the regulatory framework:
- prohibited practices in the field of artificial intelligence;
- requirements for high-risk artificial intelligence systems;
- transparency for artificial intelligence systems;
- General-purpose AI;
- regulatory laboratories.

Expected outcomes

Upon completion of the training, participants will:

- distinguish between an information system and an artificial intelligence system;
- define the role of a participant in the artificial intelligence ecosystem;
- identify high-risk systems;
- define the legal requirements for AI systems;
- establish links with related topics: personal data protection, information management, copyright, e-commerce, e-government and e-justice, cybersecurity.

Duration: 8 academic hours (1 day) **Period:** April - August **Form of training**: in-person **Fee:** €51

ID-11 From policy to prototype: Practical training in vibe/no-code services

Target group

Employees in management positions in central and regional administration whose duties include working with digital technologies and/or working in the field of e-government, including in the areas of regulation, public services or policy development.

Description

The digitisation of public services is a key priority for Bulgaria and the EU. Through initiatives such as **the Digital Europe Programme** and **the Once-Only Principle**, the European Commission encourages countries to build more accessible, secure and efficient digital services. Vibe coding and no-code/low-code tools enable administration employees without in-depth IT knowledge to:
• prototype services in weeks, not years;
• test ideas directly with citizens;
• build trust through transparency and a user-friendly interface;
• respond more quickly to new policies and regulations.

Key topics in the training are:

• Design thinking in public services;
• From policy to product/service - roadmap;
• Rapid prototyping – the philosophy of risk reduction and faster implementation;
• Vibe Coding in practice;
• Accessibility and clarity of websites and portals.

Expected results

Upon completion of the training, participants will:

• be familiar with the basic principles of design thinking in the public sector;
• be able to develop a roadmap with critical points and an implementation plan;
• be familiar with the principles of prototyping and be able to create rapid prototypes;
• know how to test prototypes;
• know what vibe coding is;
• know and apply in practice the requirements for accessibility and clarity of websites and portals.

Duration: 16 academic hours (2 days)

P e r i o d : September - December

Form of training: in-person

Fee: €102

ID-12 Statistical literacy: Easy access to quality data

The training presents the statistical information products and services of the National Statistical Institute (NSI), as well as the methods and channels for disseminating statistical information. Participants will learn how to search for statistical data on the NSI website and how to effectively use the IS. The legislative framework and regulations governing the activities of the NSI are also covered in the course so that civil servants can learn about the possibilities for using high-quality, reliable, timely and harmonised statistics. ID-13 Fundamentals of Remote Aerospace Technologies and GIS, Processing of High-Value Data

ID-13 Fundamentals of remote aerospace technologies and GIS, high-value data processing

The aim of the e-module is to familiarise public sector employees with high-value spatial and open data, as well as with the possibilities and application of aerospace methods and tools in solving environmental problems. The training focuses on the methods, hardware and technologies used to obtain data and information from remote sensing of the Earth and Geographic Information Systems (GIS). Participants will learn about the Ministry of Electronic Governance's Inspire spatial data portal, its application and future policies, as well as the Copernicus programme, the European Commission's flagship Earth observation initiative.

ID-14 Ethics and evaluation of AI systems

This module aims to develop the capacity of public administration employees to ethically assess and responsibly implement artificial intelligence systems. It will examine the key ethical principles in the use of AI, methods for assessing the impact of AI systems, and practical approaches to ensuring transparency and accountability. The module will present ways to identify potential risks and biases in AI systems, mechanisms for protecting human rights and dignity in automated decision-making, and will broaden understanding of the balance between innovation and ethical considerations in the implementation of AI in the public sector.

ID-15 Legal framework and future technologies in AI and cybersecurity

The aim of this module is to build a thorough understanding among civil servants of the current and expected legal framework in the field of AI and cybersecurity. Key aspects of European legislation, including the AI Act and the Network and Information Security Directive (NIS 2), as well as the national legal framework in this area, will be presented. The module will examine emerging technologies such as quantum computing, blockchain and augmented reality, their potential applications in the public sector and the related regulatory challenges. It will focus on future trends in AI and cybersecurity development, preparing for new threats and opportunities, and building a sustainable framework for managing technological innovation in the public sector.

ID-16 Legal and regulatory framework for data in the context of the EU and OECD

The module aims to familiarise participants with the European concept of data spaces, as well as with the legal and regulatory framework at EU and OECD level in the field of data. The key role of data and related legal acts in the digital transformation process in line with the 2030 digital agenda will be examined. The legal, economic and technical challenges that limit the effective use of data will be analysed, as well as the mechanisms for promoting its wider application in order to make better decisions and provide better public services by public administration.

ID-17 New technologies in management – the world of data

The module is intended for all employees in the administration and aims to introduce the world of Big Data. Topics such as "The Importance of Big Data" and "Data-Driven Decision Making" will be covered, and various open data platforms that can be used for research and analysis will be explored.

ID-18 New technologies in management – blockchain

What is blockchain? What are its applications and how can it be used in public administration? This module provides answers to these questions and pays special attention to Europe's ambition to become a leader in this field.

ID-19 Fundamentals of machine learning

The m o d u l e introduces participants to the world of machine learning, providing a basic explanation of what it is and why it is so important in today's world. Attention is paid to neural networks and transformers (Generative Pre-trained Transformer) as the basis of the current AI boom. The main types of machine learning are examined: supervised learning, unsupervised learning, and reinforcement learning.

ID-20 Standards for artificial intelligence and cybersecurity systems

This module introduces learners to key international and European standards that define the development, implementation, and management of artificial intelligence (AI) systems in terms of reliability, transparency, and security. Key areas of standardisation are presented, ranging from data quality requirements and AI lifecycle management to risk assessment and human oversight. The module also examines the relationship between AI standards and cybersecurity.

NEW

PROGRAMME

Management and personal effectiveness

The "Management and Personal Effectiveness" programme is aimed at developing general competencies, which determine the performance of tasks in the state administration. The courses *in* the programme are designed to
for managers and employees with expert responsibilities from the central and territorial administration. Some courses are designed specifically for senior government officials and for officials in human resources management units human resources (HRM).

UM-1 Leadership skills for employee development

Target group

Managers from central and regional administration

Description

Contemporary society demands ever greater efficiency and flexibility from public administration, which requires abandoning bureaucratic models and delegating more powers to employees. This situation changes the requirements for managers – it is no longer enough for them to be competent and to plan and organise the work of their subordinates. They are expected to develop their employees by giving them more opportunities to solve problems independently and propose new ideas. The course aims to develop typical leadership skills such as team building, motivating and developing employees, encouraging innovative thinking and initiative.

Main topics in the training:

- The personal factor in management:
- Management and leadership;
- Leadership and motivation;
- Conflict and stress management;
- Leadership in the 21st century;
- Time management.

Expected results

Upon completion of the course, participants will:

- understand the impact of different leadership styles on team management and employee relations;
- be aware of the strengths and weaknesses of their leadership style;
- know how to motivate employees through goals and values;
- be able to apply appropriate conflict management techniques;
- know how to build confidence through greater autonomy and delegation.

Duration: 12 teaching hours (1.5 days)

Period: April - August

Form of training: in-person

Fee: €76

UM-2 Task Management. Best Practices and Processes

Target group

Managers and employees in expert positions whose work is related to information, services and work processes management

Description

Efficient work is key to achieving the strategic goals of the administration, but task management practices often differ from those in business. The reasons for this are the conservative regulatory framework, the lack of standards, and the difficulties in applying good practices from the private and non-governmental sectors, including a lack of mechanisms and tools for organising tasks. Inefficient work leads to dissatisfaction, loss of resources, and difficulties in achieving strategic goals. Therefore, training is important, especially in the context of rapidly evolving approaches to task and team management. The course covers key aspects of the topic in the context of the regulatory framework and offers guidelines for its improvement. Topics include project task planning, target product formulation, team organisation and roles (including RACI), risk management, communication plans and methodologies such as Kanban and Scrum, as well as goal assessment, monitoring and cascading. The practical part includes working on a team assignment and using established digital tools for management of processes and tasks.

Key topics in the training:

- Methodologies for managing tasks, changes, and risk;
- Project management methodologies;
- Technological tools for task management;
- Knowledge management;
- Product and service management;
- Team project work;
- Project planning and implementation.

Upon completion of the course, participants will:

- be familiar with contemporary best practices and basic approaches to task distribution and management in teams;
- be familiar with and use various tools for shared work and management of shared information, including in the context of regulatory requirements and standardisation requirements for security, usability, etc.;
- be familiar with various technological options for integration between document management systems, accounting and budgeting systems, human resources systems, and task allocation and management tools;
- be able to organise the work of their teams in an effective and efficient manner;
- are able to use data for performance monitoring, analysis of working practices and flexible process management.

Expected results

Duration: 12 teaching hours (4 teaching hours in an electronic learning environment and 8 teaching hours (1 day) of classroom training

Period: April - August

Form of training: blended course

Fee: €76

UM-3 Digital Transformation in the Public Sector: The Path to Effective Management

Target group

Managers and employees in expert positions whose work is related to the management information, services and work processes

Description

Digital transformation refers to the integration of information technology into various aspects of an organisation, fundamentally changing the way it operates and delivers value to all stakeholders. In the public sector, digital transformation involves the application of technologies to improve processes in internal organisational management, services and interactions with citizens and stakeholders. It aims to streamline bureaucratic processes, improve service delivery and increase transparency and accessibility for citizens. Digital transformation in the public sector faces challenges such as concerns about data security and privacy, legacy system integration, budget constraints, and the need to change bureaucratic structures to adapt to technological changes. The ultimate goal of "Digital Transformation in the Public Sector" is to create a more transparent, efficient and citizen-oriented administration that provides better services and improves the overall well-being of the population.

Key topics in the training:

- Introduction to digital transformation;
- Digital transformation and public policy design;
- Digital transformation and public policy implementation;
- Digital transformation and management;
- Digital transformation and ethics;
- Digital transformation and future trends.

The training includes both lectures and group work on specific cases identified by the trainees. In order to successfully complete the course, trainees must prepare and present a project for the digitisation of an activity, process or service of the institution they represent.

Upon completion of the course, participants will:

- understand the concepts of digital transformation;
- have practical skills in applying digital tools and technologies related to public sector functions;
- acquire basic knowledge for decision-making through the effective use of data analysis;
- acquire communication skills for digital transformation initiatives for processes and services, both internal and aimed at citizens and businesses;

Expected results

- acquire knowledge and skills for data management and security.

Duration: 12 teaching hours (1.5 days)

Period: September - December

Form of training: in person

Fee: €76

UM-4 Design Thinking in the context of cybersecurity threats

Target group

Managers and employees with leadership potential from central and regional administration

Description

Design thinking is an approach used to solve problems in a practical and creative way and can be applied in any field. It is applied when there is an identified need to implement a project, product or process that achieves a positive effect through the implementation of targeted innovation. resources for the implementation of the innovation/project are specified. A measurable effect of the implementation is determined, and the risks and their management are specified. A prototype is built. The course examines two new aspects of the classic approach to design thinking – psychology and cybersecurity.

Main topics in the training:

• Classic theory of design thinking;
• Design thinking 2.0 – added components: psychology and cybersecurity;
• Understanding and managing risk – technology and psychology; project work – applying the design thinking approach: target groups, tasks, creating a project with a digital component and the effect on people of its implementation, impact and risk assessment (psychological and cyber risk), other environmental stress factors, use of generative artificial intelligence;
• Project presentation - the training includes a simulation in which participants will be challenged to manage innovative projects with cyber risk and a focus on digital components. The simulation will demonstrate the design thinking approach, allowing participants to practise and apply skills in balancing people, finances and capacity, team management skills under stress, and skills in using artificial intelligence technologies.

Expected results

Upon completion of the course, participants will:

• have a deeper understanding of the design thinking process;
• can independently apply the design thinking methodology;
• have in-depth knowledge of the psychology of risk and the technological aspects of cyber risk;
• can apply risk management approaches and measures;
• have improved their skills in planning and allocating resources when performing activities;
• have a deeper understanding of the application of artificial intelligence technologies.

Duration: 16 teaching hours (2 days)

Period: September - December

Form of training: in person

Fee: €102

UM-5 Current issues in human resource management

Target group

Managers from central and regional administration, experts from human resources departments

Description

The work of human resources management (HRM) staff and line managers requires periodic discussion of current issues and problems that arise. The dynamic changes in the regulatory framework, as well as the expected amendments to the Civil Servants Act, require answers to practical questions and proposals for resolving complex cases in accordance with the current regulatory framework and the new challenges arising from the imposed administrative and technological reforms. The training will cover responsibilities when working with personal data, practices for identifying training needs, and award-winning good practices from the IPA's "Good Practices in Public Administration" competition.

Main topics covered in the training:

• Establishment of an employment relationship;
• Changes in the employment relationship;
• Payment and remuneration;
• Working hours and work organisation;
• Performance and development management;
• Methodology for assessing workload;
• Methodology for human resources planning in public administration.

Expected results

Upon completion of the course, participants will:

• have in-depth knowledge of the current regulatory framework in the field of recruitment, career development, remuneration, job classification and certain aspects of working time organisation;
• know how to apply the regulatory framework to effectively resolve various practical situations and specific cases from their experience;
• know how to update their internal rules and procedures in the field of HRM;
• know how to deal with unforeseen situations related to human resource management.

Duration: 12 teaching hours (1.5 days)

Period: September - December

Training format: in-person

Fee: €76

UM-6 Approaches to integrating and maintaining quality standards in the field of cybersecurity and artificial intelligence

UPDATED

NOTE: *If you choose this training, we recommend that you also take the course "DK-8-Methodology for Risk Assessment and Incident Management Related to Information and Cyber Security".*

Target group

Managers and experts from IT departments, network and information security officers, and internal auditors in the public administration

Description

Cybersecurity and artificial intelligence management have undergone significant regulatory and standardisation changes. The NIS2 Directive has been transposed into national legislation and has set out extended requirements for risk management, incident management and cyber resilience. At the same time, the international standards ISO/IEC 27001:2022 and ISO/IEC 27002:2022 set new frameworks for information security management. However, the biggest change is the emergence of ISO/IEC 42001:2023, the first international standard for artificial intelligence management systems (AI Management System). It requires organisations to ensure safety, transparency, reliability and compliance when using AI, including in public administration. At the same time, the GDPR, the Data Act and the AI Act outline the current regulatory framework, which requires integrated management. The course provides a practical model for integrating ISO 27001 and ISO 42001 into a unified system for managing risk, incidents, security, data quality and AI sustainability. Participants will learn how to maintain multiple standards simultaneously with less effort and how to prepare their organisation for external audits.

Key topics in the training:

• Introduction to new regulatory requirements in an integrated context (NIS2, GDPR, AI Act);
• Cybersecurity and information security in the context of modern administrations;
• Management standards in the field of security and artificial intelligence;
• Information security and ISO/IEC 27001:2022;
• Management of artificial intelligence systems and ISO/IEC 42001:2023;
• Collaboration and integration of management systems;
• Integrated approach to the implementation and maintenance of ISO 27001 and ISO 42001.

Expected results

Upon completion of the course, participants will:

• become familiar with the main requirements and new obligations under NIS2 and their application in the administration;
• be aware of the updates to ISO/IEC 27001:2022 and their significance for the implemented security systems security systems;
• understand the fundamentals and key requirements of ISO/IEC 42001 for the management of artificial intelligence systems;
• understand the approach to creating and using a technical and operational handbook (Technical & Operational Handbook) for integrated systems;
• learn which tools to use for effective management, monitoring and auditing of ISO 27001 and ISO 42001 standards;
• be able to plan analysis, develop a management plan and implement controlled and sustainable integration of information security and AI management systems.

Duration: 16 teaching hours (2 days)

Period: April - August

Form of training: in-person

Fee: €102

Програма

Управление и лична ефективност

ОБУЧЕНИЯ ПО ЗАЯВКА

Обучения по заявка

За постигане на по-добри резултати с оглед спецификата на темите, обученията със сигнатури от УМ-7 до УМ-12 включително, ще се заявяват по условията за "Обучения по поръчка" - подаване на заявка по образец (Приложение 1)

Образецът е публикуван и на интернет страницата на ИПА, в секция "Обучения" - за професионално развитие

UM-7 Practical application of the CAF quality management model in Bulgarian organisations
Training on request

Target group Employees in management and expert positions in the state administration who wish to develop or upgrade their knowledge of the CAF quality management model and its practical application in Bulgarian organisations. The training is particularly suitable for managers and employees who participate/will participate in internal teams involved in the implementation of CAF in the respective administrations.

Description The implementation of quality tools (including the CAF model) is now the responsibility and commitment of Bulgarian institutions under the Administration Act and the priorities for the development of the Bulgarian administration. The Common Assessment Framework (CAF) is a unique tool for comprehensive quality management, as it was developed specifically for public administration by public administration itself and is implemented in an organisation by an internal team created for this purpose. The specialised CAF course focuses mainly on the practical application of the model in order to develop and deepen Bulgarian employees' knowledge and understanding of it and its beneficial effects. The course presents, analyses and discusses the essence and useful role of the model for improving the quality of management and work organisation in public administration. It examines the practical steps in the process of its implementation, how to prepare an internal assessment by the team(s) of the specific organisation and an Improvement Plan. The possibility of conducting an external assessment and recognition of the efforts of management and employees to implement CAF is explained. The course is entirely practical and is based on the accumulated experience and good practices of Bulgarian organisations that have implemented the CAF model.

Key topics in the training:

- Essence, structure and useful effect of the CAF model;
- Process of applying the CAF model;
- Key documents for implementing the model;
- External evaluation;
- Bulgarian practice in implementing the CAF model.

Expected results Upon completion of the course, participants will:

- have a deeper understanding of the essence, structure and real benefits of applying the CAF model in the Bulgarian administration;
- understand how to work with the CAF Handbook in practice when conducting an internal assessment of their organisation;
- acquire knowledge about the actual process of applying the model and develop practical skills for its implementation in their organisation;
- have information about the possibility of obtaining a certificate for the application the CAF quality model.

Duration: 16 teaching hours (2 days)

Period: year-round

Form of training: in-person

Fee: €102

UM-8 Crises and change management. Strategic leadership and coping skills

Training on request

Target group

Managers and employees in expert positions with analytical and/or control functions from the central and territorial administration

Description

The global crises of recent years have brought us closer to the understanding that, now more than ever, we must question ourselves, our way of thinking, the way we perform our duties and achieve our goals. But are we doing what is necessary to respond to the profound changes taking place in the world? Do we really need to do what we are doing now? And is it enough, given that we are facing unprecedented obstacles and challenges due to the rapidly changing world? Global crises are actually accelerating change in our already fast-paced lives. The aim of this course is, through interactive learning, for participants to acquire strategies and tactics for coping with crises, which can be applied directly — individually or at an organisational level. The main focus is on strategic thinking in crisis situations, leadership in difficult times, experiencing emotions and behavioural control through personal individual diagnosis.

Key topics in the training:

- Crises, conflict and change;
- Reactions and leadership tasks in a crisis;
- VUCA environment;
- Strategic leadership;
- Effective strategies for dealing with crisis and change;
- Conflicts and management.

Expected results

Upon completion of the training, participants will:

- better understand the art of strategic leadership in difficult times;
- distinguish between operational and strategic management;
- know themselves better and apply effective coping strategies to deal with crises and changing conditions;
- know how to avoid unnecessary conflicts.

Duration: 16 teaching hours (2 days)

Period: year-round

Form of training: in-person

Fee: €102

UM-9 Team Effectiveness

Target group

Managers and employees in expert positions with analytical and/or control functions in central and regional administration

Description

Teams are increasingly establishing themselves as a key structural element and a major factor determining the results, effectiveness and success of modern organisations. Teamwork skills are among the core competencies required for public administration and one of the qualities most valued by employers. This course aims to develop effective teamwork skills by promoting a balance between cooperation and independence, the ability to influence and compliance with collective decisions. Participants will receive answers to questions they often ask themselves in their daily work: "How can I get along with people who are so different?", "When should I compromise and when should I stand my ground?", "Should I express my opinion at the risk of incurring someone's anger, or should I keep quiet?" etc.

Main topics in the training:

- Motivation for teamwork;
- Conflict management;
- Influencing others;
- Empathy and social support;
- Joint decision-making;
- How to analyse mistakes as a team and learn from them;
- Team organisation of work on a project basis;
- Hybrid teams and teams with rotating leadership roles.

Expected results

Upon completion of the training, participants will:

- better understand the differences between people in the team;
- know how to work more effectively in a team and collaborate with others;
- know and can apply conflict management techniques;
- can manage and guide group discussions and meetings more effectively;
- know how to manage virtual and hybrid teams with a matrix structure or with rotation of the leadership role.

Duration: 16 teaching hours (2 days) **Period:** year-round

Form of training: in-person

Fee: €102

UM-10 Effective communication skills

Target group

Managers and employees in expert positions with analytical and/or control functions in central and local government

Description

Highly effective communication is fundamental to both our personal and professional success. The ability to clearly express what you think and to understand what and why others around you think helps build meaningful, fruitful and sincere relationships with people. That is why communication skills are the basis of another important skill – teamwork. Whether we are presenting specific information, a project idea, or something else to subordinates, management, or colleagues, it is important to be able to do so quickly, clearly, and memorably.

The aim of the course is to familiarise participants with the leading principles and techniques of effective communication, such as clarity, purpose, creativity, structure, and others. Special emphasis is placed on building the skills to convey information through storytelling, i.e. how to make your presentation interesting and engaging for the audience so that you achieve your pre-set goals.

Main topics in the training:

• Effective communication within the organisation;
• Managing professional communication;
• Overcoming professional barriers;
• Creative presentation of information;
• Interactive methods for presenting ideas.

Expected outcomes

Upon completion of the training, participants will:

• be able to apply the principles and approaches to building effective communication in practice;
• be familiar with and adapt their messages to the specifics of different communication channels and target groups/stakeholders;
• can present information in a creative and memorable way, actively engaging their audience.

Duration: 16 teaching hours (2 days)

Period: year-round

Form of training: in-person

Fee: €102

UM-11 Emotional Intelligence

Target group

Managers and employees in expert positions with analytical and/or control functions in central and local government

Description

Scientific research shows that in many professional activities, emotional intelligence is a key factor in the personal effectiveness of employees and their career development. Emotions can be our enemy or our friend, depending on the degree to which we manage to control and use them. Emotional intelligence is not just the ability to control ourselves, but also the ability to read emotions and better understand ourselves and others. This helps us to be more effective in negotiations, client meetings, presentations, difficult conversations with colleagues and managers, change management and employee motivation.

Key topics in the training:

- The influence of emotions on the formation of our goals, judgements, decisions and behaviour;
- Using emotional intelligence to discover inner motivation for work and professional development;
- The role of emotional intelligence in conducting effective meetings with clients and partners;
- Emotional intelligence as the basis for leadership and change management change;
- Managing destructive emotions and stress.

Expected results

Upon completion of the training, participants will:

- better understand their own emotions and those of others, and will be able to better orient themselves in their expectations;
- know how to set more appropriate personal goals, manage their time and stress better stress, and maintain their internal motivation;
- be able to work more effectively with colleagues, partners, stakeholders and customers;
- know how to deal more effectively with negative emotions and stress at work

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Duration: 12 teaching hours (1.5 days)

Period: year-round

Form of training: in-person

Fee: €76

UM-12 Stress management – awareness, recognition and coping with professional burnout syndrome

Training on request

Target group

Managers and employees in expert positions with analytical and/or control functions

Description

With the development of technology, the need for all of us to cope with the stress that surrounds us is increasing. In fact, we live in a social paradox – "stress" appeared on the "psychological scene" in the 1940s, and burnout syndrome – at the height of the industrial revolution. What awaits us in the era of artificial intelligence? Are we ready to respond appropriately and keep going despite the challenges? How can we maintain mental balance in conditions of imbalance? These questions probably lead to the conclusion that it is difficult/impossible to try to avoid stress, but we can learn to manage it so that we avoid negative consequences and/or reduce them to a "healthy" level. In addition, the increasingly frequent situations of uncertainty, insecurity and limited opportunities to control the resulting dynamic events provoke individual human abilities to adapt and cope in a state of constant hyperactivity. An additional source of stress is problems in work relationships and role conflicts arising from conflicting requirements for the performance of professional tasks. How can we preserve ourselves in such challenges? Key highlights of the training content depending on the target group: the course provides an opportunity for interactive exploration of the types of stress and methods for managing it, relying on the use of diagnostic and game tools.

Main topics covered in the training:

• Stress – causes, types, manifestations;
• Methods and techniques for stress management;
• Conditions and participants that provoke stress;
• Developing self-confidence in individual stressful situations.

Expected results

Upon completion of the training, participants will:

• demonstrate better self-reflection on their behaviour in stressful situations;
• increase their self-confidence;
• deal more effectively with routine tasks and various challenges;
• apply effective techniques for coping with stress;
• manage their emotions more successfully.

Duration: 16 teaching hours (2 days)

Period: year-round

Form of training: in-person

Fee: €102

UM-13 The interview as a method of assessment in employee selection

This module is intended for all employees in the administration. It examines how to make interviews objective and valid and how to turn them into an effective tool for employee selection. Attention is paid to the advantages, disadvantages and typical mistakes.

UM-14 Working with jobs.government.bg – a portal for jobs in the state administration

The purpose of the e-learning module is to prepare human resources management staff to work effectively with the jobs.government.bg portal. With the changes in the regulatory framework, effective from 1 January 2022, administrations have been given the opportunity to voluntarily use tests for general competencies and knowledge of public administration as an additional objective tool for assessing candidates in competitive procedures, mobility and reassignment. The purpose of the portal, the main functionalities of its public section and the user modules designed for human resources management units are discussed.

UM-15 Common Assessment Framework (CAF)

The self-study module is a general course that aims to familiarise participants with CAF – the comprehensive quality management tool developed specifically for the public sector by the public administration itself. The course presents its essence, structure, implementation process, and the external assessment procedure that answers the question of whether CAF is being implemented correctly and effectively in organisations. Course participants can build on their knowledge and skills by enrolling in the classroom course "Practical Application of the CAF Management Model in Bulgarian Organisations" (UM-7) after completing this module.

Програма

Публични политики

Целта на програма „Публични политики" е да подпомогне утвърждаването на една стабилна и консолидирана национална стратегическа рамка. Включените в програмата курсове дават възможност за запознаване с основните етапи в създаването на стратегически документи, както и с инструментите за разработване на устойчиви и съгласувани политики. Разглеждат се различни аспекти на управлението на риска в организациите, цялостният процес на стратегическо планиране и разработване на стратегически документи.
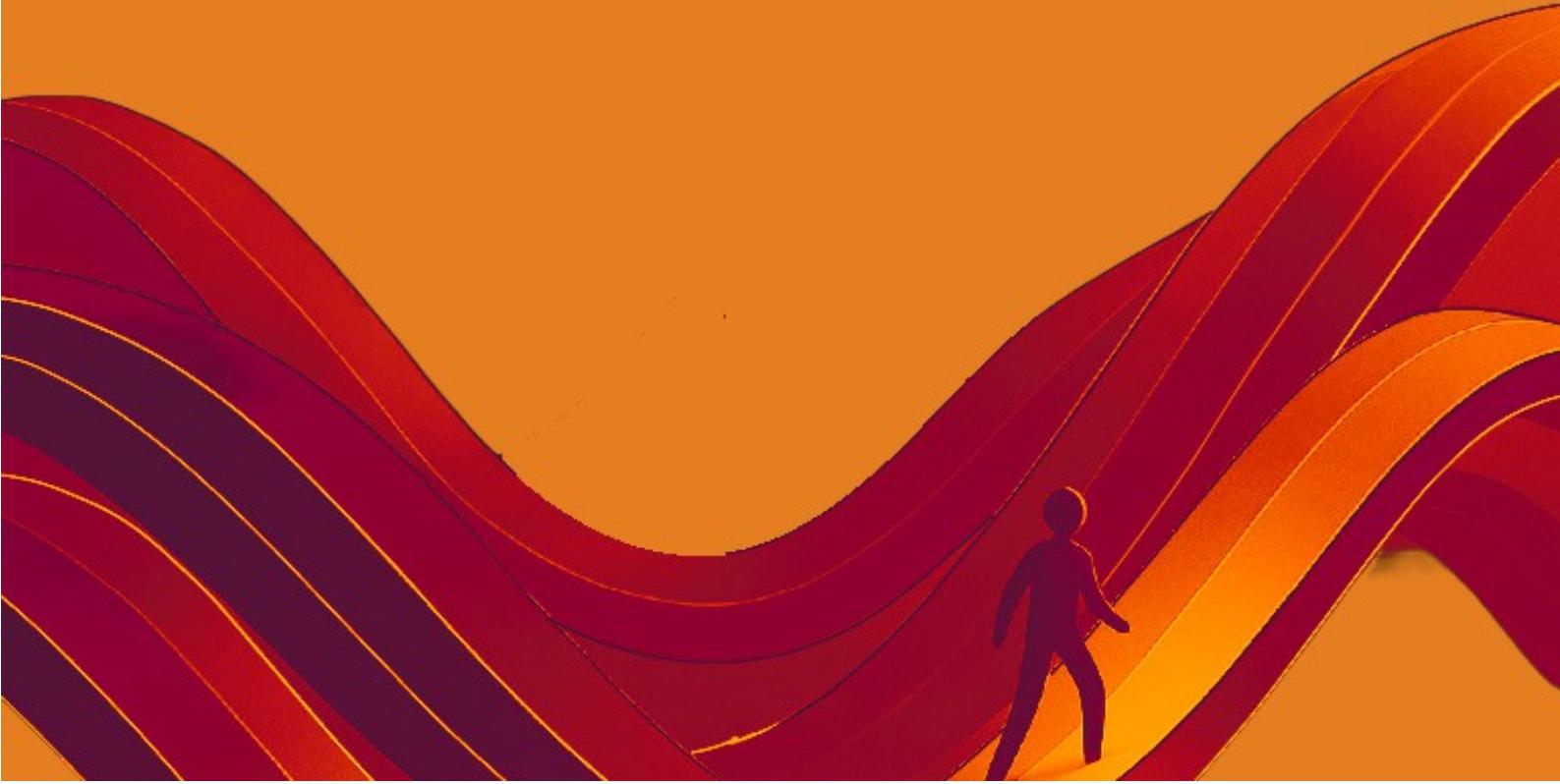
P-1 Annual objectives of the administration and link to strategic documents and budget forecasting

Target group

Managers and employees involved in planning from the central and territorial administration

Description

The course examines the process of setting, monitoring and reporting on the administration's annual targets, ensuring compliance with strategic documents and linking them to the programme budget. Attention is paid to the principle of cascading targets from strategic documents through the administration's targets to the level of structural units and individual employees. Good practices are presented for formulating appropriate indicators linked to the objectives, monitoring implementation, reporting, ensuring publicity and transparency.

Main topics in the training:

- Strategic and regulatory framework for planning;
- Problems with the current situation and recommendations for development;
- The planning process in public administration;
- Annual objectives of the administration;
- Monitoring, reporting and evaluation of implementation;
- Planning and programme budgeting;
- Risk management.

Expected results

Upon completion of the training, participants will:

- improve their knowledge and skills in correctly formulating objectives and indicators, ensuring a logical cause-and-effect relationship between needs - objectives - measures/activities - results/effects;
- develop skills to ensure a link between annual objectives and budget forecasting;
- develop skills for linking goal setting and implementation at the organisational and individual levels.

Duration: 12 teaching hours (1.5 days)

Period: September – December

Form of training: classroom-based

Fee: €76

P-2 Risk Management in Administration

In cooperation with the Ministry of Finance

Target group

Managers from central and local government.

Description

The training offers an analysis of risk management in administration. It examines the roles and responsibilities of experts and managers in the risk management process. The key role of internal audit in this process is discussed.

Main topics in the training:

• Integrated internal control framework;
• Introduction to the risk management process;
• The role of internal audit in the risk management process.

Expected outcomes

Upon completion of the training, participants will:

• have a deeper understanding of the risk management process;
• be able to distinguish between the roles and responsibilities of employees and managers in the risk management process;
• understand the role of internal audit in the risk management process.

Duration: 8 teaching hours (1 day)

Period: April - August

Form of training: classroom-based

Fee: €51

P-3 The strategic planning process – regulatory and methodological framework

Target group

Managers and employees involved in strategic planning and policy development in central and local government

Description

The training provides systematic theoretical knowledge on the general rules for the development, implementation, monitoring, reporting, control and evaluation of national strategic documents in the context of the existing regulatory and methodological framework. It examines the principles of strategic planning, the types of national strategic documents , their consistency and hierarchical subordination. The stages of the strategic planning process are presented in detail, namely the development, monitoring, reporting and control of implementation and evaluation of a strategic document, various tools and good practices for their management. Emphasis is also placed on the mandatory elements of each type of national strategic document. The training covers the process of engaging and working with stakeholders, with a special focus on their identification, inclusion and building partnerships at each stage of the preparation, development, implementation and evaluation of the document.

Main topics in the training:

• Regulatory and methodological framework of the strategic planning process
• Challenges and steps taken to address them;
• Key concepts;
• Basic principles of strategic planning;
• Institutional framework;
• Types of national strategic documents, hierarchical subordination and consistency;
• Strategic planning process and administrative procedures for the development, monitoring, reporting, control and evaluation of national strategic documents;
• Information system for strategic planning.

Expected results

Upon completion of the training, participants will:

• be familiar with the regulatory and methodological framework of the strategic planning process;
• be familiar with the different stages and aspects of the strategic planning process;
• are familiar with the mandatory elements of each type of national strategic document;
• be able to ensure the consistency of the document with other strategic documents.

Duration: 16 teaching hours (2 days)
Period: April - August
Form of training: classroom-based
Fee: €102

P-4 Development of strategic documents

Target group	Managers and employees involved in strategic planning and policy development in central and local government

Description	The course examines the process of developing strategic documents, looking at the types, structure and content of strategic documents. It explains the individual stages of strategic planning in accordance with the Strategic Planning Methodology: analysis (of the internal and external environment, SWOT analysis, "problem tree" analysis of stakeholders), formulation of a vision, scenarios for implementing the vision, formulation of strategic objectives, indicators for monitoring implementation, results and impact on stakeholders, measures for achieving the objectives. The mechanisms for determining the resources needed to implement the objectives and measures and for costing the interventions, risk management, monitoring and reporting processes will be examined. The relationship between strategic documents and operational documents for their implementation (action plans) will be examined, with an emphasis on practical approaches to ensuring coherence and logical consistency with the strategic document.

Main topics in the training:

• Strategic and regulatory framework. Problems with the current situation and recommendations for development;
• National strategic framework;
• Stages of strategic document development;
• Use of data in strategic planning;
• Setting strategic goals.

Expected results

Upon completion of the training, participants will:
• acquire skills for developing strategic documents;
• be familiar with the methodological framework related to the strategic planning process;
• apply the strategic planning process, including performing the necessary analyses, formulating a vision, strategic objectives and measures for their implementation;
• apply goal decomposition;
• be familiar with the different types of monitoring indicators and be able to formulate and use them effectively;
• manage risks in the implementation of strategic objectives;
• ensure the link and consistency between planning and programme budgeting;
• interact with stakeholders in the processes of developing, monitoring and evaluating strategic documents.

Duration: 16 academic hours (2 days)
Period: April - August
Form of training: in-person
Fee: €102

P-5 Monitoring implementation and evaluating strategic documents

Target group

Managers and employees involved in strategic planning and policy development in central and local government

Description

In this training, participants will learn about the basic definitions, principles, tools and good practices that ensure the successful implementation, monitoring, reporting and evaluation of strategic documents. The individual elements of the systematic process of collecting, processing and analysing data and information on the implementation of the strategic document will be examined. Emphasis will be placed on the quality formulation of measures and the selection of indicators for monitoring implementation. Skills will be developed in relation to the development of reporting documents, in the context of their role, significance and impact on policy implementation. The process of evaluating strategic documents, planning evaluations in the implementation cycle, types of evaluations and their design will be examined. Special focus is placed on the participation of stakeholders in the process of monitoring and evaluating implementation.

Main topics in the training:
- Nature, purpose and scope of monitoring;
- Monitoring mechanism and indicators;
- Preparation of reporting documents;
- Nature, types of assessments and assessment criteria;
- Planning the evaluation of a strategic document.

Expected results

Upon completion of the training, participants will:
- be familiar with the various aspects of the performance monitoring process, using the data from it both to track performance and to identify risks and the need for change at an early stage;
- use evaluation as a tool for decision-making and improving the effectiveness of the process of strategic planning and implementation of strategic documents;
- have theoretical and practical knowledge of developing a mechanism for monitoring, reporting, controlling and evaluating national strategic documents.

Duration: 16 teaching hours (2 days)

Period: April - August

Form of training: in person

Fee: €102

P-6 Contemporary challenges to internal control

UPDATED

Target group

Heads of structural units, internal auditors, financial controllers, risk managers, chief accountants, accountants, financial experts, employees and experts with key control responsibilities

Description

The training aims to improve understanding of the nature and specifics of the introduction and functioning of internal control in public sector organisations. The course is aimed at improving the competencies of those responsible for designing specific control activities that are part of internal control systems. The course is entirely practice-oriented and will give participants the opportunity to present their views and discuss important issues in the field of risk planning and management, taking appropriate action and implementing relevant control activities.

Main topics covered in the training:

• General provisions on internal control and internal control systems;

• COSO 2013;

• Management responsibility in the public sector;

• Introduction to internal audit;

• Risk management;

• Introduction and implementation of policies and procedures for preliminary legality control;

• Introduction and implementation of policies and procedures for ongoing control over the implementation of financial commitments and concluded contracts;

• Introduction and implementation of policies and procedures for ex-post performance assessments.

Expected results

Upon completion of the training, participants will:

• know how to apply legislation and methodology on internal control in the public sector;

• have a better understanding of COSO 2013;

• are familiar with the policies, procedures and requirements for establishing and operating internal control in public sector organisations;

• understand the role and functions of internal audit and persons with specific control functions.

Duration: 16 teaching hours (2 days)

Period: September – December

Form of training: in person

Fee: €102

P-7 Access to public information

Target group

Employees from the central and territorial administration who are responsible for providing access to public information, as well as employees designated as administrators-moderators of the Platform for Access to Public Information (PAPI)

Description

It is the responsibility of state authorities, local government bodies and public law entities to guarantee access to public information by ensuring openness, reliability and completeness of information, equal conditions for access to public information, legality in the search for and receipt of public information, as well as to protect personal data and the security of society and the state. The aim of this course is to develop the necessary knowledge and practical skills for working on providing access to public information and information from the public sector for reuse.

Main topics covered in the training:
- Law on Access to Public Information;
- Procedure for granting access to public information and re-use of public sector information;
- Requests for access to public information, including through the Platform for Access to public information;
- Right of access to public information and reuse of public sector information;
- Types of protected information – personal data, classified information;
- Legal framework and practical steps for organising personal data protection.

Expected results

Upon completion of the training, participants will:
- be familiar with the guidelines for the protection of certain categories of data;
- have a better understanding of the regulatory framework governing access to public information and current issues in its application;
- have the skills to provide public information, protect personal data and classified information.

Duration: 12 teaching hours (1.5 days)

Period: September – December

Form of training: in person

Fee: €76

P-8 Performing a functional analysis

Target group

Managers and employees in expert positions in central and local government whose duties include developing, implementing, monitoring and evaluating policies or analysing and improving the structure and organisation of work in the administration.

Description

Functional analysis is a tool for optimising public administration, in line with trends in administrative reform in Europe aimed at reducing fragmentation, network orientation, horizontal and vertical coordination between administrative structures, transparency and accountability of management, involvement of business and non-governmental organisations, digitisation of public administration, reduction of internal bureaucracy, stronger focus on results and achievement of objectives, etc. This course aims to improve the knowledge and skills of employees related to the analysis and evaluation of policy implementation or the organisation and activities of administrative structures. The training focuses on the use of functional analysis as the main method for developing changes to existing or new organisational rules. The course covers the different types of functional analysis, the specific objectives and expected results that administrations can set when conducting them. Particular attention is paid to the main stages of the analysis and the key questions that need to be answered.

Main topics in the training:

• Types, objectives and expected results;

• Main stages of functional analysis;

• General methods of functional analysis.

Expected outcomes

Upon completion of the training, participants will:

• be familiar with the Methodology for conducting functional analysis and the accompanying Handbook;

• be able to perform analyses of horizontal and sectoral policies;

• be able to perform functional analyses of administrative structures or entire systems;

• be able to apply functional analysis when amending existing or developing new organisational rules and determining the structure of municipal administrations.

Duration: 12 academic hours (1.5 days)

Period: April - August

Form of training: in person

Fee: €76

P-9 Management and control of public enterprises

Target group

Managers and experts from central and local government

Description

The training course "Management and Control of Public Enterprises" aims to build on existing knowledge and provide new practical knowledge about the latest and most advanced tools for managing public enterprises. It examines the complex and unique dynamics of public enterprises and the public policy objectives they are called upon to fulfil, including issues of sustainability and ESG (Environmental, Social and Governance).

Main topics covered in the training:

- Motives, strategic objectives and principles of the Organisation for Economic Co-operation and Development (OECD) Guidelines in the Public Enterprises Act (PEA);
- Presentation of the PPL and the Regulations for the Implementation of the Public Enterprises Act (RIPA);
- State policy in the field of public enterprises;
- Requirements for management and control bodies;
- Business programmes of public enterprises;
- Accountability and control of public enterprises;
- Methodology for assessing the implementation of approved business programmes of public enterprises;
- Role of the Court of Auditors and the State Financial Inspection Agency;
- Reporting on sustainability in accordance with mandatory European standards;
- The role of internal rules and procedures in achieving compliance and managing specific risks. Standards;
- Updated OECD requirements for meeting the challenges of good governance and business integrity in public enterprises;
- Structured internal communication as a regulatory requirement under the Law on the Protection of Persons Reporting Violations or Publicly Disclosing Information about Violations (LPRPVIV).

Expected results

Upon completion of the training, participants will:

- acquire comprehensive knowledge with a view to applying the new regulations on public enterprises, including on sustainability reporting issues;
- build knowledge and skills for making sound management decisions with a view to the lawful and proper expenditure of the huge public funds invested in public enterprises in Bulgaria;
- acquire knowledge on structuring rules and procedures that meet the requirements of the OECD requirements for good governance and business integrity.

Duration: 8 teaching hours (1 day)

Period: September - December

Form of training: in person

Fee: €51

P-10 Innovation: from creativity to entrepreneurship

Target group

Managers and employees in expert positions from central and regional administration with an interest in innovation

Description

The training aims to develop practical skills and thinking patterns in public administration employees for identifying problems and creating and implementing innovative solutions that improve the quality of public services, administrative processes and interaction with citizens and businesses. The course aims to support a culture of continuous improvement, experimentation and inter-institutional cooperation.

Main topics covered in the training:

- Introduction to innovation in the public sector;
- State policy in the field of innovation (ZNII, ISIS, etc.);
- Generating innovative ideas – design thinking;
- Digital transformation and GovTech;
- Tools for innovation in the public sector;
- Financing innovative ideas (NIF, European funds and programmes, European Innovation Council, etc.);
- Examples of innovation in the public sector from other countries;
- Preparation for the IPA competition for innovation in public administration – generating and presenting innovative ideas.

Expected results

Upon completion of the training, participants will:

- understand the basic concepts of innovation in the public sector;
- be familiar with national policies in the field of innovation;
- be familiar with international best practices;
- apply design thinking in public services and innovation tools;
- develop an attitude of improvement and experimentation.

Duration: 8 academic hours (1 day)

Period: September - December

Form of training: in-person

Fee: €51

P-11 Advocacy and public policies

NEW

Target group

Managers and employees in expert positions in central and local government

Description

The training aims to develop participants' knowledge and skills in planning and implementing effective advocacy initiatives based on public policy analysis, strategic communication and working with institutions

Main topics covered in the training:
- Introduction to advocacy. Advocacy versus lobbying.
- The legislative process in the EU and ways of influencing it.
- Lobbying in Bulgaria. Draft law on transparency and integrity in governance.
- Stakeholders and interest management.
- Coalitions and civic mobilisation.
- Communications and public messages.
- Planning an advocacy campaign.
- Working with institutions.

Expected results

Upon completion of the training, participants will:
- be familiar with the principles and practices of advocacy in Bulgaria and at European level;
- understand the life cycle of public policies and decision-making processes;
- be able to create strategies to support effective legislation;
- are familiar with key concepts in advocacy, lobbying and public policy;
- identify the main institutions and their roles in the political process (local, national, European);
- understand the ethical principles and regulations related to advocacy activities.

Duration: 8 academic hours (1 day)

Period: September - December

Form of training: in-person

Fee: €51

P-12 Strategic forecasting

The course presents tools for strategic forecasting that enable and encourage decision-makers to explore the likely nature of future challenges, anticipate and identify opportunities. The role of strategic forecasting as a tool that complements the strategic planning process will be examined. Key concepts in forecasting will be presented, such as:

• scenario planning;

• trend analysis;

• wild cards and weak signals.

The main competencies for forecasting will be examined, such as critical thinking and problem solving; cooperation and stakeholder engagement; communication skills. Practical examples and best practices for forecasting will be discussed.

P-13 Strategies and policies for counteracting risks in public administration – updated

The e-module is suitable for all employees in the administration. It presents current data on the risks identified by scientific institutions and the media (Media Visibility Index). It examines possible responses to risks, the completion of risk registers, the organisation of risk management in the administration, the specifics of the risk management strategy in a particular administrative structure, and the possibilities for self-assessment of the risk management system.

P-14 UN Sustainable Development Goals

The module examines the United Nations (UN) Sustainable Development Goals, the specifics of the national list of indicators for them, progress in achieving the goals, and the monitoring and evaluation process; good practices for ensuring coherence between the sustainable development goals and the documents of the national strategic framework in the relevant horizontal or sectoral policy.

P-15 Partnership for open governance

The aim of the module is to familiarise participants with Bulgaria's participation in the "Open Government Partnership", to clarify the concept behind the initiative, to promote the practical aspects of Bulgaria's participation and to encourage state institutions to implement policies jointly with civil society through the tools provided by the initiative.

P-16 Principles of the circular economy

In this module, participants will learn about the essence of the circular economy and the plans of the European Union and Bulgaria for its development. Attention will be paid to environmental innovations, and various good practices in the field will be presented.

P-17 Standards for environmental organisation

The state administration must serve as an example, and it is therefore of great importance that it takes measures to protect the environment and reduce the harmful impact of human activity on it. This module will familiarise participants with various ways in which the administration can influence the reduction of the harmful impact on the world around us. Bulgarian and international good practices will be presented.

Програма

Регулаторна политика

Програмата включва обучения за повишаване на знанията и уменията на служителите в администрацията в областта на регулаторната политика. Разглеждат се ключови теми като планиране и разработване на нормативни актове, предварителна и последваща оценка на въздействието, анализ на разходи и ползи, ефекти върху МСП, конкуренцията и социалните, икономическите и екологическите въздействия. Акцент се поставя върху прилагането на аналитични методи, практически инструменти и добри практики за изготвяне на качествени нормативни решения. Програмата обхваща също обучения по административно обслужване и контрол за законосъобразност, както и теми, свързани с експерименталното законодателство и регулаторните лаборатории. Обученията са взаимно свързани и съчетават нормативната рамка, административната практика, аналитичните подходи и съвременни решения за ефективно и адаптивно управление на регулаторната политика.

RP-1 Conducting a preliminary assessment of the impact of legislative acts (part 1)

Target group

Managers and employees in expert positions in the central and territorial administration who are involved in the formulation and implementation of policies, as well as in the drafting of legislative acts.

Description

This course aims to improve the knowledge and skills of administrative staff in conducting preliminary impact assessments of legislative acts and procedural aspects of their coordination with the administration of the Council of Ministers. The training explains key issues from the Ordinance on the scope and methodology for conducting impact assessments and the Guide for conducting preliminary impact assessments. Special attention is paid to practical issues related to improving the quality of legislative acts by examining social, economic, environmental and other effects of their implementation.

Main topics in the training:

• Stages and procedure of the preliminary impact assessment – planning, identification of stakeholders, consultations, conducting the assessment and coordination with the Administration of the Council of Ministers.
• Methodology and regulatory framework – key requirements of the Ordinance on the scope and methodology and the Guidelines for conducting a preliminary impact assessment.
• Identification of problems, objectives and options for action – formulation of alternatives, impact analysis and selection of the most appropriate option.
• Analysis of economic, social, environmental and other effects – costs, benefits, risks and study of the effects of different options for action.
• Collecting and processing data and evidence – working with various sources, including consultations with stakeholders and using the Public Consultation Portal.

Expected results

Upon completion of the training, participants will:

• be familiar with the stages of conducting a preliminary impact assessment – planning, identifying stakeholders and conducting consultations, actually conducting the preliminary impact assessment and coordinating with the administration of the Council of Ministers;
• know how to identify problems in public relations that need to be resolved how to define the objectives to be achieved; how to formulate different options for action; how to analyse their impacts and select the most appropriate option;
• be able to examine the effects of different courses of action in terms of costs, the benefits and risks associated with them;
• understand the processes of collecting and processing the necessary data and evidence from various sources, including those collected through consultations with stakeholders and from the Public Consultation Portal www.strategy.bg.

Duration: 16 teaching hours (2 days)

Period: April – August

Form of training: in person

Fee: €102

RP-2 Conducting a preliminary assessment of the impact of legislative acts (part 2)

NOTE: *This training is a continuation of course RP-1 Conducting a preliminary assessment of the impact of legislative acts (part 1) and we recommend that employees take both courses, in*
the relevant sequence. Employees who have successfully completed training at the IPA on
"Conducting a preliminary assessment of the impact of legislative acts" in 2020, 2021, 2022, 2023, 2024 and 2025 can directly apply for course RP-2 Conducting a preliminary assessment of the impact of legislative acts (part 2).

Target group

Managers and employees in expert positions in the central and territorial administration who are involved in the formulation and implementation of policies and the drafting of legislative acts

Description

The aim of the course is to build on the general knowledge and skills of administrative staff in order to carry out a comprehensive preliminary assessment of the impact of legislative acts. The training focuses on "Cost-benefit analysis" as the main method for quantitative impact analysis, on
"assessment of the impact on small and medium-sized enterprises" and the assessment of competition as part of the analysis of economic impacts. The course incorporates practical issues and ways of applying the relevant methods.

Main topics in the training:

• Preliminary assessment of the impact of legislative acts – objectives and general principles.
• Cost-benefit analysis as the main method for quantifying impacts.
• Assessment of the impact on small and medium-sized enterprises (SMEs).
• Assessment of the impact on competition as part of the analysis of economic effects.

Expected results

Upon completion of the training, participants will:

• be familiar with the main methods for analysing the impacts of different options, in accordance with the "Guidelines for conducting a preliminary impact assessment";
• be familiar with the basic quantitative method for impact analysis – "Cost-benefit analysis";
• be familiar with "Small and Medium-sized Enterprise Impact Assessment" as a method for impact analysis;
• be familiar with the assessment of competition as part of the assessment of economic impacts.

Duration: 16 teaching hours (2 days)

Period: September - December

Form of training: in person

Fee: €102

WP-3 Conducting ex-post impact assessment of legislative acts

Target group

Employees from the central administration who examine the implementation of normative acts, as well as employees from all administrations whose competence includes the implementation of codes, laws, and subordinate normative acts of the Council of Ministers

Description

This course was created in response to the need for significant improvement in the knowledge and skills of administration employees in order to professionally carry out checks on the compliance between the objectives formulated in the development of normative acts and the results achieved from their implementation. The training covers the main stages of ex-post impact assessment of normative acts, including determining the scope and structure of the assessment, identifying stakeholders, collecting and analysing data, and assessing impacts. In addition, participants will have the opportunity to work on specific case studies and discuss key methods of analysis.

Key topics in the training:

- Ex-post evaluation of the impact of legislative acts – essence and objectives;
- Stages of assessment – determining scope and structure, planning and preparation;
- Identifying stakeholders and involving them in the process;
- Data collection and analysis for assessment purposes;
- Methods of analysis and work on practical case studies in impact assessment.

Expected results

Upon completion of the training, participants will:

- understand the regulatory framework for ex-post impact assessment;
- have the skills to examine the relationship between the objectives set out in the adoption of a regulatory act and the results achieved from its implementation;
- know how to plan and organise the implementation of ex-post impact assessment in accordance with the main stages of this process;
- know and be able to apply different ways of disseminating and using the results of the assessment.

Duration: 16 teaching hours (2 days)

Period: September - December

Form of training: classroom-based

Fee: €102

RP-4 Practical rule-making

Target group

Employees from central and regional administration whose duties include drafting legislation

Description

The quality of normative acts is a key issue for good governance and implementation of public policies, as well as a fundamental pillar of regulatory policy. The training aims to develop the practical skills of employees in planning and developing various normative acts, taking into account their hierarchy and logical structure. The course covers the tools for planning the rule-making process in the executive branch, the basic principles of rule-making and the types of normative acts. It explains the process of preparing the legislative and operational programme of the Council of Ministers, approaches to achieving efficiency in the rule-making process, the competence to issue normative acts, the structure of normative acts, as well as the main stages and activities in the procedure for drafting normative acts.

Main topics covered in the training:

- Types of normative acts, their hierarchy and competence for issuance;
- Structure of normative acts – title, types of provisions, subdivisions, additional, transitional and final provisions, annexes;
- Linguistic and grammatical features of normative acts – sentence structure, verb tenses, pronouns, dates and deadlines, numbers and figures;
- Amendment, supplementation and repeal of normative acts – formulation of provisions and systematic place of amending acts;
- Procedure and practical drafting of legislative acts – preparation of accompanying documents, defining problems and identifying stakeholders.

Expected results

Upon completion of the training, participants will:

- be familiar with the main tools for planning legislative acts in the executive branch;
- be familiar with the main approaches to achieving efficiency in the regulatory process in the executive branch;
- be familiar with the main provisions of the legal framework for normative acts;
- know the rules for the structure of normative acts;
- have practical skills in applying basic legal techniques in drafting normative acts;
- be familiar with the requirements for the style of legal provisions.

Duration: 16 teaching hours (2 days)

Period: April - August

Form of training: classroom-based

Fee: €102

RP-5 Administrative services – providing services through the eyes of citizens and businesses

Target group

Managers and employees in expert positions who are involved in the provision of administrative services: administrative service units; administrative service centres; back office and inspectorate staff performing checks on the provision of administrative services

Description

This course is aimed at developing knowledge and building practical skills for the provision of administrative services. The course covers key elements of administrative services, such as current legislation, implementation of quality standards for administrative services, elements of registry reform, services based on the "life events" principle, reduction of administrative burden, organisation of administrative services by telephone, etc.

Main topics covered in the training:

• Regulatory framework and current changes in administrative services;
• Reducing the administrative and regulatory burden and implementing quality standards;
• Management of customer satisfaction and feedback;
• Registry reform – objectives, principles, measures and standards for creating registries;
• Transforming administrative procedures into "life events" services.

Expected results

Upon completion of the training, participants will:

• be familiar with the requirements for the organisation and regulatory changes in the field of administrative services;
• apply innovative approaches when implementing quality standards for administrative services;
• understand and apply measures to reduce the administrative and regulatory burden in the provision of administrative services;
• are familiar with the principles of providing administrative services such as "episodes from Life".

Duration: 16 teaching hours (2 days)

Period: April - August

Form of training: classroom-based

Fee: €102

RP-6 Administrative services for people with disabilities

Target group: Employees in management positions who are responsible for organising the provision of administrative services, employees in expert positions in administrative service centres and units

Description The course has been developed in accordance with Article 3, paragraph 3 of the Ordinance on Administrative Services, which stipulates that "The training of employees of the administrative service unit must include specialised training for working with people with disabilities." The course is conducted in a blended learning format and includes two e-learning modules for self-study, which cover the types of disabilities and their impact on people's lives; approaches and measures to ensure an accessible environment for all citizens, including the accessibility of websites and mobile applications of institutions; international aspects of disability policy, the National Policy for the Integration of People with Disabilities, various strategic documents and regulations. The classroom part of the training is entirely practical, and participants will have the opportunity to learn about the specifics of working with people with hearing and visual impairments.

Main topics in the training:

- Types of disabilities and their impact on people's daily lives – main characteristics and specific needs;
- Ensuring an accessible environment – physical accessibility, digital accessibility of websites and mobile applications of institutions;
- International aspects and national policy for people with disabilities – strategic documents, regulatory framework and integration measures;
- Specialised training in accordance with Article 3(3) of the Ordinance on Administrative service – obligations and standards for working with persons with disabilities;
- Practical skills for working with people with hearing and visual impairments – specifics of communication and service in the classroom part of the training.

Expected results Upon completion of the training, participants will:

- be familiar with the main regulations and requirements for working with citizens with disabilities;
- have knowledge of the specifics of working with citizens with disabilities;
- know how to apply modern means of communication with citizens with disabilities.

Duration: 16 teaching hours - 8 teaching hours e-module for self-study and 8 teaching hours (1 day) classroom training

Period: September - December

Form of study: blended

Fee: €102

RP-7 Experimental legislation and regulatory laboratories in EU law and practice and in Member States

Target group Managers and employees in expert positions in central and local government who are involved in the formulation, implementation, monitoring and evaluation of policies and/or whose duties include the development of legislative acts

Description Experimental approaches in contemporary legislative policy are becoming established as a legislative standard within the EU. The training aims to present key features of experimental legislation and regulatory laboratories as an adaptive approach to national and local legislative policies. The course syllabus covers basic principles related to the nature, procedural legitimacy, and legal grounds for designing and managing regulatory laboratories. The focus is on individual EU legislative acts, as well as the established legal regime of regulatory laboratories in France, Germany, Spain and Italy, including constitutional provisions, general and special laws. Attention is also paid to the legal framework for regulatory laboratories in the AI Act, as well as to the first legal regulation of an artificial intelligence regulatory laboratory in a Member State. The information is supplemented by a presentation of the practice of applying experimental legislation, including European cross-border regulatory laboratories, regulatory laboratories at national and local level in the countries mentioned and in other Member States, looking at their design, procedural rules and management.

Main topics covered in the training:

• Essence and key characteristics of experimental legislation — adaptive approaches, objectives, advantages and limitations;
• Legal basis and procedural legitimacy of regulatory laboratories — models for creation, management and evaluation;
• Legal framework in the EU and Member States — analysis of European acts and national regulations in France, Germany, Spain and Italy;
• Regulatory sandboxes in the field of artificial intelligence — the AI Act and the first national legal regulation of the AI sandbox;
• Practice and design of regulatory laboratories — cross-border and national examples, procedural rules, management and implementation of experimental legislation.

Expected results Upon completion of the training, participants will:

• be familiar with the concept, legal basis and operational frameworks of regulatory laboratories;
• be familiar with the functional and practical distinctions between the various instruments for regulatory experimentation;
• be familiar with specific applications of regulatory laboratories in high-tech sectors;
• be familiar with and able to analyse good practices and innovative regulatory solutions in Member States;
• be able to assess the procedural legitimacy and effectiveness of experimental regulatory environments;
• can plan and integrate experimental approaches with traditional regulatory instruments such as regulatory impact assessment and stakeholder participation.

Duration: 8 teaching hours (1 day)

Period: September - December

Training format: in-person

Fee: €51

RP-8 Control of the legality of acts of local government bodies

NEW

Target group

- Managers and employees in expert positions in municipal administrations who are involved in drafting municipal
- Managers and employees in expert positions from regional administrations, council regulations; which exercise control over the legality of the acts of municipal councils;
- Managers and employees from ministries responsible for the implementation of special laws.

Description

The course is designed to support the exercise of control over the legality of the acts and actions of local self-government bodies and local administration, carried out by regional governors in accordance with Article 31, paragraph 1, item 5 of the Administration Act and Article 45 of the Local Self-Government and Local Administration Act. This course aims to improve regulation at local level by developing practical skills for drafting normative acts and exercising control over the legality of municipal council acts. The course builds on the training on control of the legality of local government acts in the field of administrative services, which examines compliance with legislation in the field of administrative services and administrative regulation.

Main topics covered in the training:

- Review of legislative acts containing provisions relating to the exercise of legality control;
- Review of the requirements for the procedure for developing normative acts – deadlines, impact assessments, public consultations, etc.;
- Interaction between regional governors and municipalities in the preliminary coordination of developed projects, referral back for further discussion and challenging of adopted acts;
- Cooperation between ministries and regional administrations in establishing more effective control over the implementation of special laws by municipalities.

Expected results

Upon completion of the training, participants will:

- be familiar with the relevant provisions of the normative acts;
- improve their interaction in the development of draft municipal council acts and the performance of legality control.

Duration: 8 teaching hours (1 day)

Period: April - August

Form of training: classroom-based

Fee: €51

RP-9 Regulatory policy at local level

NEW

Target group   Managers and employees in expert positions in municipal administrations who participate in the formulation and implementation of policies, as well as in the drafting of legislative acts

Description   The course takes into account the specific nature of local government activities and aims to improve knowledge of the general framework of regulatory policy at local level, as well as knowledge and skills in conducting preliminary and ex-post assessments of the impact of regulatory acts on employees in municipal administrations.

Main topics in the training:

- The concept for the development of Bulgaria's regulatory policy (in the section on local government);
- The public consultation portal as a single place for publishing information related to regulatory policy in Bulgaria;
- The Law on Normative Acts, the Ordinance on the Scope and Methodology for Impact Assessment, the Guide for Preliminary Impact Assessment and the Guide for Ex-post Impact Assessment;
- Examination of practical issues related to improving the quality of normative acts.

Expected results   Upon completion of the training, participants will:

- be familiar with the general framework of regulatory policy at local level;
- be familiar with the stages of conducting a preliminary impact assessment;
- be familiar with the stages of conducting a post-impact assessment;
- know how to identify problems in public relations that need to be solved; how to set goals to be achieved; how to formulate different courses of action; how to analyse their impact and choose the most appropriate option;
- understand the processes of collecting and processing the necessary data and evidence from various sources.

Duration: 8 academic hours (1 day)

Period: April - August

Training format: e-course with a lecturer

Fee: €51

RP-10 General framework of regulatory policy in Bulgaria

This module provides an overview of the regulatory policy system and standards for good regulation. It presents the regulatory framework for the drafting of legislative acts by the National Assembly and the Council of Ministers – the Constitution of the Republic of Bulgaria, the Legislative Acts Act and the Rules of Organisation and Procedure of the National Assembly. The main elements of regulatory policy are explained, such as the preliminary and subsequent assessment of the impact of normative acts, public consultations, the reduction of the administrative burden on citizens and businesses, and alternative regulatory approaches. The module includes the vision for the development of regulatory policy and the achievements of administrative practice and relevant technological solutions.

RP-11 Methods for collaborative work with stakeholders

The module is intended for all employees in the administration and aims to familiarise participants with practical approaches and methods that can navigate these processes more successfully. The training focuses on and provides answers to the following questions: How can we build long-term and sustainable relationships with key stakeholders? How can we plan appropriate and effective activities to involve the parties concerned in the problem? How can we organise impactful events where diverse opinions and ideas are heard, but concrete results are also achieved? Which methods are appropriate for conducting public consultations, discussions and debates?

Програма

Етика и интегритет в държавната служба

Интегритетът на държавните служители и етиката в работата им са от ключово значение за качеството на политиките и услугите, които развива и предоставя публичната администрация. В международен план по темата се фокусира все по-голямо внимание. Пример в подкрепа на това са немалкото правни инструменти на Организацията за икономическо сътрудничество и развитие (ОИСР), които следва да бъдат въведени в нормативната рамка и административната практика на България като част от процеса по присъединяването към организацията. Включените в програмата курсове дават възможност за запознаване с политиките и практиките за превенция и противодействие на корупцията в държавната администрация. Представят се добри практики в областта на прозрачността и спазването на високи етични стандарти в работата на служителите в администрацията, както и стратегии за етично управление и вземане на отговорни решения в публичния сектор.

EI-1 Prevention and countering corruption in public administration

Target group Employees in managerial and expert positions in central and local government

Description This training course covers the main areas of modern methods and means of preventing and combating corruption, anti-corruption policies and practices at national and international level. Trainees will be familiarised with the activities of structures working to combat corruption at national level. The regulatory and institutional frameworks for controlling corruption in public administration will be examined, as well as and mechanisms for countering corrupt behaviour. The training will present the current directives and regulations limiting corruption at international level, including the whistleblower mechanism for the protection of those reporting corruption. Participants will be familiarised with ethical standards as a tool for establishing a positive public image of the administration in society, for limiting and preventing corruption, transparency, accountability and responsibility in the work of institutions. An analysis will be made of existing norms and ethical standards for the integrity of public administration employees at national and international level. The aim of the training is to support the development of individual and institutional ethics among public administration employees and to instil in them specific habits for anti-corruption resilience. Capacity will be built for the analysis and implementation of the regulatory framework for combating corruption. The role of prevention, as vital necessary mechanism for combating corruption will be presented.

Main topics covered in the training:
• Anti-corruption activities in the state administration system;
• Legal framework and strategic documents;
• Corruption as an element of state policy;
• Contemporary methods for preventing corruption;
• Models for combating corruption;
• Rules and procedures regulated by internal normative documents for the purpose of preventing corruption.

Expected results Upon completion of the training, participants will:

• be familiar with the legislation of the Republic of Bulgaria regarding the fight against corruption and international experience in combating corruption;

• be familiar with contemporary European standards for preventing and combating corruption;
applicable in Bulgaria;

• are familiar with contemporary forms, methods and means of preventing corruption, as well as the methods of action and cooperation of the Ministry of Interior authorities aimed at combating corruption;

• know how to interact with institutions and bodies that monitor the anti-corruption
behaviour of employees and with the executive authorities;

• be able to independently detect corrupt behaviour by state administration employees.

Duration: 16 teaching hours (2 days)

• **Period:** April - August

Form of training: classroom-based

Fee: €102

EI-2 Prevention and detection of conflicts of interest

Target group Employees from the central and regional administration, employees from inspectorates, internal auditors, employees from human resources management units

Description The training aims to support capacity building for counteracting conflicts of interest in the performance of official duties. The course covers the basic concepts related to conflicts of interest, their nature, specifics and significance for integrity in public administration. It explains the various ways of preventing conflicts of interest – incompatibilities, prohibitions during and after holding public office, the submission of declarations, and the procedures for establishing conflicts of interest. The main practical problems are discussed based on the experience of participants in training through the prism of good practices and the regulatory framework.

Main topics covered in the training:

• Concept and characteristics of conflict of interest;
• Legal definition of conflict of interest, private interest, benefit and related persons;
• Components of conflict of interest under Articles 73-80 of the Public Procurement Act. Administrative and judicial practice;
• Typical cases of conflict of interest in public administration;
• Measures to prevent conflicts of interest. Restrictions after leaving public office;
• Conflict of interest management;
• Proceedings for establishing conflicts of interest.

Expected results Upon completion of the training, participants will:

• be familiar with the main provisions of the legal framework governing conflicts of interest;
• develop practical skills for the lawful application of various methods for preventing conflicts of interest;
• be familiar with the most common cases of conflicts of interest and declarations that are legally and factually complex.

Duration: 8 teaching hours (1 day)

Period: September - December

Form of training: in-person

Fee: €51

EI-3 Integrity, identity, personality. Organisational environment and research method

Target group Employees in managerial and expert positions in central and regional administration

Description Integrity, honesty, and ethics are not just moral categories related to the degree of mental maturity and self-control. They are crucial for today's leaders and managers. Studies reveal that they are often considered one of the most important qualities of a successful leader or reliable expert. Moreover, most employees and managers are not very clear about what ethical behaviour and integrity actually mean, apart from a vague sense of right and wrong, rules and compliance. This course aims to provide an in-depth look at ethics, integrity and morality, enabling participants to acquire the skills to distinguish between the various parameters that influence people's integrity and moral behaviour, as well as providing guidance on ensuring better integrity and ethical behaviour within the organisation.

Main topics in the training:

- Psychological theories related to morality and moral development;
- A brief introduction to personality psychology through the lens of integrity;
- Identity, personality, integrity – from psychology to the workplace;
- Organisational culture and integrity. Types of organisational culture. Strategies for optimising culture and integrity in the organisation;
- Integrity. Model of ethical decision-making.

Expected results Upon completion of the training, participants will:

- understand the deeper meaning and consequences of ethics, integrity and morality with insights from psychology based on personality typology, presented in the form of case studies and role-playing games;
- learn valuable lessons and strategies to improve the culture, integrity, and ethics of employees and leaders in their organisation, including useful questions exploring integrity;
- gain a better understanding of the environment and conditions that can encourage and discourage ethical behaviour in the team and the organisation as a whole;
- understand the benefits of creating an ethical corporate and social culture.

Duration: 16 teaching hours (2 days)

Period: April - August
Training format: in-person

Fee: €102

EI-4 Strategies for ethical management and responsible decision-making in the public sector

NEW

Target group

Employees in management and expert positions in central and local government

Description

The course "Strategies for Ethical Management and Responsible Decision-Making in the Public Sector" is a specialised training programme based on key concepts, models and analytical tools for management decision-making. It builds on classical and contemporary theories of managerial choice, adapting them to the specificities of the public sector, where decisions are made within a legal framework, under political pressure, public expectations and the need for high transparency. Skills are developed for recognising moral dilemmas, bounded rationality, cognitive biases, organisational dependencies and risks that influence the decision-making process in public administration. Participants learn techniques for structuring complex problems, collective decision-making, crisis management, and ethical leadership. The training is practice-oriented and includes simulations, analysis of real cases, role models, assessment matrices, scenarios, interactive exercises, and discussions.

Main topics in the training:

- Management decisions in the public sector;
- Models for rational and limited rational management;
- Ethical principles in public decisions;
- Collective decisions and managerial responsibility;
- Information provision and analytical tools;
- Decisions in conditions of crisis and high public sensitivity.

Expected results

Upon completion of the training, participants will:

- develop practical skills for structuring the decision-making process in public administration;
- recognise ethical risks, conflicts of interest and moral dilemmas in management choices;
- build capacity to apply analytical tools (SWOT, PEST, MCDA, etc.) in real-life decision-making situations;
- recognise established mechanisms for planning, risk management and strategic thinking in administration;
- understand the relationship between management decisions, organisational culture and trust in institutions;
- be familiar with the main theories, models and approaches to rational, limited rational and intuitive decision-making, as well as the specific features of strategic, tactical and operational decisions in public administration
- be familiar with the steps of the management process – from defining the problem to evaluating performance.

Duration: 16 academic hours (2 days)

Period: September - December

Form of training: in-person

Fee: €102

EI-5 Bribery of foreign public officials and reporting suspected crimes – updated

The aim of the module is to familiarise participants with the current legal framework for combating bribery of foreign public officials, the specifics of the crime of bribery of foreign public officials, the methods for identifying cases of bribery of foreign public officials and subsequent communication with the authorities of the Ministry of the Interior and the Prosecutor's Office.

EI-6 Code of Conduct for Employees – Functions and Key Points

The module is intended for all employees in the administration. The e-module aims to familiarise participants with three main topics: Codes of ethics – essence and meaning; The code of ethics as a prevention tool; Code of conduct and ethical infrastructure.

Програма
Правоприлагане

Курсовете в програма „Правоприлагане" целят да повишат професионалните знания и умения на служителите в държавната администрация, които участват в процесите на разработване и прилагане на нормативни актове. В своята работа държавните служители (както юристи, така и неюристи) често срещат проблеми, свързани с тълкуването и практическото прилагане на съответното законодателство. Затова с оглед на тяхната полезност курсовете в тази програма са с практическа насоченост. Техен акцент са обсъждането на практически проблеми и съдебна практика (българска и европейска) по прилагането на съответните актове, както и актуализиране на информацията относно ключовите моменти и промените в тях. Програмата включва разглеждането на важни за работата на администрацията кодекси/закони като: Административнопроцесуалния кодекс (АПК), Закона за административните нарушения и наказания (ЗАНН), Закона за устройство на територията (ЗУТ), Закона за обществени поръчки (ЗОП), Закона за защита на лицата, подаващи сигнали или публично оповестяващи информация за нарушения (ЗЗЛПСПОИН), Закона за електронното управление (ЗЕУ), Закона за защита на личните данни (ЗЗЛД), Закона за държавния служител (ЗДС) и други. В програмата са включени и обучения, свързани с Правото на ЕС и неговото въвеждане, тълкуване и прилагане, както и с функционирането на координационния механизъм по въпросите на ЕС (по ПМС 85/2007 г. с последващите му изменения).

PR-1 Application of the Administrative Procedure Code (for lawyers)

UPDATED

Target group

Employees in managerial and expert positions in legal departments, legal advisors, employees with legal education in the state administration with an interest in the above-mentioned topics

Description

The activities of the state administration affect various areas of citizens' lives and their relations with state and local structures. The most common form of these activities are administrative acts. The course focuses on their issuance, the methods for controlling their legality and their implementation. The course is structured according to the stages of the administrative process and examines in sequence the requirements of the Administrative Procedure Code for the issuance of administrative acts and the procedural obligations of the authorities to ensure them. In the judicial part, the emphasis is on the procedural position of the administrative authorities, the burden of proof, the effect of the court decision on the administration and the consequences of its non-execution. The training also analyses the execution of administrative acts under the Administrative Procedure Code, including preliminary execution. Special attention is paid to unlawful actions and omissions of administrative bodies and officials and to the substantive and procedural aspects of liability for damages. The course is practice-oriented and analyses fundamental court decisions on key issues in the application of the Administrative Procedure Code.

Main topics covered in the training:

• General provisions: subject matter, scope, effect and principles of the Administrative Procedure Code;
• Concept of administrative act and classification of administrative acts;
• Issuing administrative acts and methods for verifying their legality;
• Protection against actions and omissions of administrative bodies;
• Liability for damages caused by unlawful administrative acts;
• Enforcement of administrative acts.

Upon completion of the training, participants will:

• consolidate their skills in working with key regulatory acts in the field;
• deepen their knowledge of procedural requirements in proceedings for issuing administrative acts;
• improve their knowledge of the conditions for the lawful issuance of administrative acts;
• understand their procedural role and procedural obligations in court proceedings;

Expected results

• develop a solid understanding of the obligations arising from court decisions and the consequences of their non-compliance (including financial consequences through compensation proceedings).

Duration: 16 teaching hours (2 days)

Period: April - August

Form of training: in-person

Fee: €102

PR-2 Application of the Administrative Procedure Code (for non-lawyers)

Target group

Employees in managerial and expert positions without legal education who have a professional interest in the subject matter

Description

Administrative procedural law plays a significant role in the lawful exercise of state governance. That is why the course focuses on the rules whose observance ensures the legality of the activities of the state administration and contributes to the achievement of timely, competent, transparent, predictable, accessible and effective administrative management. The training covers the basic principles of the administrative process, as well as good administrative and judicial practice. Particular attention is paid to the procedures for issuing individual and general administrative acts, the requirements for their legality and the means of protection against unlawful acts, unjustified actions and omissions on the part of the administration. The aim of the course is to develop knowledge and skills for lawful law enforcement as a tool for increasing administrative capacity and implementing anti-corruption policies. The course is practice-oriented with a view to a better understanding of the subject matter.

Main topics covered in the training:

- General provisions: subject matter, scope, effect and principles of the Administrative Procedure Code;
- Concept of an administrative act. Types of administrative acts;
- Procedure for issuing administrative acts – conditions for legality;
- Challenging administrative acts. Proceedings for compensation;
- Enforcement of administrative acts and court decisions;
- Administrative liability under the APA.

Upon completion of the training, participants will:

- have knowledge of the Administrative Procedure Code and develop skills for the correct application of its provisions in the process of issuing and enforcing administrative acts;
- understand the basic principles of administrative proceedings and develop skills for applying them as an important aspect of good governance;

Expected results

- be familiar with and understand the procedural requirements for the lawful issuance of administrative acts;
- be familiar with the consequences of issuing unlawful administrative acts, unjustified actions and omissions on the part of the administration;
- be familiar with case law on cases related to the lawful development of proceedings for issuing administrative acts.

Duration: 16 teaching hours (2 days)

Period: September - December

Form of training: in person

Fee: €102

PR-3 Practical Issues of Administrative Violations and Penalties (for lawyers)

Target group

Employees in managerial and expert positions in legal departments, legal advisers providing procedural representation, employees with legal education in the state administration with an interest in the subject matter

Description

The course covers the main provisions concerning administrative offences and penalties. It analyses the phases and stages of the administrative penalty process and the relevant case law. Good practices for achieving the legal objectives of administrative penalties are discussed. Emphasis is placed on modernising the regulation of certain traditional institutions in the field of administrative punishment, as well as on introducing the institution of agreement into the general administrative punishment law. The training covers certain special administrative penalty provisions and their relationship with the general law. The training is practice-oriented and includes practical exercises to reinforce the knowledge and skills acquired during the course.

Main topics in the training:

- Basic provisions for administrative penalties. General characteristics of the amendments and additions to the Administrative Penalties Act of 2020;
- Proceedings for establishing administrative offences. Proceedings before the administrative penalty authority;
- Specific features of administrative penalty proceedings in relation to legal entities and sole traders;
- Judicial proceedings in administrative penalty cases;
- Enforcement of penalty orders and court decisions.

Expected results

Upon completion of the training, participants will:

- have a more in-depth knowledge of the proceedings for establishing administrative offences and of the proceedings before the administrative penalty authority;
- be familiar with current case law relating to administrative offences and penalties;
- improve their skills in procedural representation in administrative penalty cases; be familiar with good practices for achieving the legal objectives of administrative penalties.

Duration: 16 teaching hours (2 days)

Training format: classroom-based

Training format: in-person

Fee: €102

PR-4 Practical problems of administrative offences and penalties (for non-lawyers)

Target group

Employees without legal education who perform control, supervisory or administrative-penal activities or have an interest in the subject matter under consideration.

Description

 This course covers the main provisions concerning administrative offences and penalties. Participants learn about the procedure for establishing administrative offences and imposing and enforcing administrative penalties. Attention is paid to the conclusion of administrative penalty proceedings with a resolution to terminate, a warning in minor cases and an agreement. A separate topic on property sanctions against legal entities and sole traders is included. A general description of court proceedings is provided. The training focuses on the latest amendments and additions to the Administrative Penalties and Sanctions Act. Good practices for achieving the legal objectives of administrative penalties are discussed. The training is practice-oriented and includes practical exercises with the aim of consolidating the knowledge and skills acquired during the course.

Main topics covered in the training:

- General characteristics of administrative offences and penalties. Essence of the amendments and additions to the Administrative Offences and Penalties Act (AOPA) of 2020;
- Act establishing an administrative offence. Types of acts that terminate administrative penalty proceedings;
- Powers of the administrative penalty authority;
- Characteristics of administrative penalty proceedings in relation to legal entities and sole traders;
- Characteristics of court proceedings in administrative penalty cases;
- Enforcement of penalty orders.

Expected results

Upon completion of the training, participants will:

- understand the main provisions concerning administrative offences and penalties;
- be familiar with the phases and stages of the administrative penalty process;
- acquire knowledge about the procedure and conditions for drawing up acts establishing administrative offences and issuing acts by the administrative penalty authority;
- be familiar with good practices for achieving the legal objectives of administrative penalties.

Duration: 16 teaching hours (2 days)

P e r i o d : September - December

Training format: in-person

Fee: €102

PR-5 Issuing, control and enforcement of individual administrative acts on spatial planning

UPDATED

Target group

Employees in managerial and expert positions in the central and territorial administrations who have functions under the Spatial Planning Act

Description

The course aims to improve legal knowledge on all aspects and stages of spatial planning and construction, addressing the main practical challenges faced by civil servants working in this field. The course programme covers key topics such as the development and adoption of spatial plans, the approval of investment projects and the issuance of building permits. It examines the regulatory requirements for the development of spatial plans, the authorities involved in the process, the relationship between individual spatial plans, the procedures for public consultation and the protection of interested parties. Special attention is paid to the steps, procedure and legal requirements for issuing a building permit, the control mechanisms of the National Construction Control Directorate and the courts, as well as the control of illegal construction, the legal mechanisms for legalisation and removal, and sanctions. The legal requirements for the placement of movable objects and differences in regulation are also covered. The course includes new developments in legislation and judicial practice, examining key court decisions that offer practical guidance on working with the Spatial Development Act.

Main topics in the training:

• Regulatory framework for spatial planning;
• Spatial planning acts – concept, general and specific characteristics. Types;
• Issuing of administrative acts on spatial planning. Spatial plans. Construction permits. Practical problems;
• Control of administrative acts on spatial planning.

Expected results

Upon completion of the training, participants will:

• develop an in-depth understanding of the legal framework in the field of spatial planning and construction;
• improve their legal competence in approving spatial plans and
  investment projects, issuing building permits and control over illegal construction, including procedural steps and opportunities for appeal;
• receive practical guidance on how to ensure compliance with legal requirements;
• acquire skills for interacting with other administrative bodies and participants in the processes;
• understand how to safeguard the rights of interested parties and protect public interests in spatial planning and construction processes;
• be able to apply effective measures to control illegal construction;
• understand how to speed up procedures and resolve legal cases in practice; and

Duration: 12 academic hours (1.5 days)

Period: April - August

Form of training: in person

Fee: €76

Target group

Employees whose work and practical experience are related to public procurement, lawyers, other employees wishing to upgrade and deepen their knowledge in this area.

Description

Unlike other courses on public procurement law, this one focuses entirely on case law – both of the Court of Justice of the European Union and of national courts in the field of public procurement and contract performance. The training covers fundamental decisions of the Court of Justice of the European Union on the scope and effect of European directives in the field of public procurement. The case law analyses the basic principles of public procurement and the resulting obligations for contracting authorities. Another important focus of the course is the practice of the CPC and the Supreme Administrative Court in applying the law at the various stages – preparation, announcement, examination and evaluation of bids, award, conclusion and amendment of a public procurement contract. The legal remedies and consequences of unlawful public procurement are also examined. The course also analyses the latest amendments and additions to the Public Procurement Act. The training is entirely practice-oriented, with a view to deepening knowledge and skills for applying the law in the public procurement process.

Main topics covered in the training:

• Regulatory framework governing the terms and conditions for awarding public contracts. Principles;
• Basic provisions – public procurement announcement and documentation. Technical specifications. Evaluation methodology;
• Requirements for candidates and participants – selection and award criteria;
• Conducting the award procedure.

Expected results

Upon completion of the training, participants will:

• acquire practical knowledge of working with the main regulatory acts in the field;
• be familiar with and have a better understanding of European public procurement rules;
• deepen their knowledge and skills for the lawful conduct of public procurement procedures;
• become familiar with Bulgarian and European case law on key issues of the Public Procurement Act.

Duration: 8 academic hours (1 day)

Period: September - December

Form of training: classroom-based

Fee: €51

PR-7 Application of the Law on the Protection of Persons Reporting alerts or publicly disclosing information about violations

Target group

Employees from the central and territorial administration who are responsible for receiving, registering and reviewing reports of violations; employees from the competent authorities under Article 20 of the ZZLPSPOIN

Description

The training is aimed at improving understanding of the scope of application of the ZZLPSPOIN. The course clarifies the conceptual framework of the law, in particular concepts such as: whistleblower/affected person; public interest; work context; persons related to the whistleblower; response actions; obligated entities; employees responsible for reviewing reports; competent authorities, and others. The requirements for the establishment of internal channels are examined, as well as the functioning of the Channel for external reporting to the Personal Data Protection Commission, in its capacity as a central authority. The course also focuses on providing practical advice and guidance on the creation and maintenance of the register under Article 18(2) of the ZZLPSPOIN, as well as explanations on the application of Regulation No. 1 of 27 July 2023 on keeping the register of reports under Article 18 of the Protection of Persons Reporting Violations or Publicly Disclosing Information Act and on forwarding internal reports to the Commission for Personal Data Protection. An essential element of the training is the confidentiality measures when considering reports,   as well as the measures to support persons with the right to protection under   this law.

Main topics in the training:

* Scope of application and mandatory entities under the ZZLPSPOIN;
* Establishment and operation of the internal reporting channel under the ZZLPSPOIN;
* External reporting. Confidentiality obligations;
* Measures to ensure protection;
* Practical aspects of the application of the law;
* Administrative liability under the ZZLPSPOIN

Expected results

Upon completion of the training, participants will:

* be familiar with the regulatory requirements for the establishment of internal channels, as well as the functioning of the Channel for external reporting to the Personal Data Protection Commission;
* understand the purpose of the ZZLPSPOIN as a legal instrument for counteracting violations affecting the public interest;
* apply the methodological guidelines of the CPDP on the application of the ZZLPSPOIN.

Duration: 12 academic hours (1.5 days)

Period: April - August

Form of training: in-person

Fee: €76

PR-8 European Union law and its application in Bulgaria

Target group Employees in managerial and expert positions in the state administration who are interested in updating and deepening their knowledge on the subject in view of its practical importance for the fulfilment of our basic commitment under our membership in the Union – the introduction and proper application of EU law in Bulgaria. The course is aimed at all employees (lawyers and non-lawyers) who want to understand the essence of EU law and its impact on the national law of Member States and on the work of the state administration.

Description The main obligation of the Republic of Bulgaria as an EU Member State is to implement and apply EU law. The Bulgarian administration is directly involved in this process and plays an important role in it. Therefore, civil servants need to understand the essence of EU law and its application by Member States. In this regard, the course aims to develop and deepen the knowledge of Bulgarian officials about the specifics of EU law and its impact on the national legal system. The training also focuses on deepening the understanding of the responsibility and importance of the work of the Bulgarian administration in the process of introducing and implementing EU law. The course examines, interprets and analyses key decisions of the EC/EU Court of Justice on the essence and principles of Community law implementation, which contribute to significant changes in legal doctrine and practice in understanding the uniqueness of EU law.

Main topics covered in the training:

- General characteristics of the institutional and legal system of the EU;
- Main sources of EU law – types and comparative analysis;
- Legislative process in the EU;
- Principles of application of EU law in Member States (with analysis of the practice of the Court of Justice of the EU);
- The role of the Bulgarian administration in the introduction and application of EU law.

Expected results Upon completion of the training, participants will:

- have a better understanding of the specifics of EU law;
- understand the nature and significance of the various types of EU acts, with a view to developing their skills in interpreting and correctly applying them;
- enrich their skills in analysing and interpreting the case law of the Court of Justice of the EU;
- deepen their understanding of the responsibility and role of the Bulgarian administration in fulfilling the Republic of Bulgaria's fundamental commitments arising from EU membership

Duration: 16 teaching hours (2 days)

Period: September – December

Form of training: classroom-based

Fee: €102

PR-9 Court of Justice of the European Union and key proceedings before it

Target group

Employees in managerial and expert positions (including lawyers, legal advisers, non-lawyers) from the administration who are interested in developing their knowledge on the subject matter

Description

The course aims to develop the knowledge and understanding of administrative staff regarding the important role of the Court of Justice of the EU and its practice in interpreting and applying EU law. The course covers issues related to the general characteristics of the Court and the EU judicial system (including reforms), the jurisdiction of the Court of Justice and the General Court, the nature of the preliminary ruling procedure and the infringement procedure under Articles 258-260 TFEU as key proceedings before the Court of Justice. Special attention is paid to the issue of preliminary rulings from national courts to the Court of Justice of the EU and to the Bulgarian practice in this area (with an analysis of the current Recommendations of the Court on the submission of preliminary rulings, as well as an examination of Bulgarian rulings on preliminary rulings and interpretative decisions of the Court of Justice of the EU on preliminary rulings).

Main topics covered in the training:

- The essence of EU law;
- General characteristics of the Court and the judicial system of the EU. The role of the Court in interpreting, developing and applying EU law;
- Preliminary ruling procedure. Analysis of the recommendations of the Court of Justice of the EU to national courts regarding preliminary rulings. Case law;
- Infringement proceedings under Articles 258-260 TFEU.

Expected results

Upon completion of the training, participants will:

- understand the role and importance of the Court of Justice of the European Union and its case law for the interpretation, development and application of EU law;
- enrich their skills in analysing and interpreting the case law of the Court of Justice of the EU;
- be familiar with the key proceedings related to the interpretative and adjudicative powers of the Court of Justice of the European Union – preliminary rulings and infringement proceedings under Articles 258-260 TFEU;
- understand the responsibility of the Bulgarian administration in familiarising itself with the case law of the Court of Justice of the European Union and the role of the aforementioned proceedings.

Duration: 12 teaching hours (1.5 days)

Period: September – December

Form of training: in person

Fee: €76

PR-10 Legal regime of e-government

Target group Employees in managerial and expert positions in the state administration whose work is related to the electronic environment and the provision of electronic administrative services, as well as employees with an interest in the subject matter

Description The implementation and use of information technologies by public authorities for the purpose of effective public policy is defined by the concept of e-government, which is a key priority at both European and national level. There is a particularly marked trend towards placing electronic administrative procedures at the centre of regulatory efforts in the field of e-government in Bulgaria, with a view to streamlining the work of the administration. This in turn entails structural and procedural changes, which in a state governed by the rule of law are determined by legal regulation. Knowledge of the strategic and legal framework of e-government is key to understanding the work of the state and the administration in an electronic environment and the provision of quality electronic services. The training focuses on the legal regime of e-government, but since it also covers topics that require participants to have prior theoretical and practical knowledge of electronic documents and electronic certification services, the course includes a short preliminary self-study e-module in this area.

Main topics covered in the training:

- Strategic and legal framework of e-government;
- Concept of e-government;
- Electronic administrative services – concept, types, conditions and procedures for provision;
- General principles and participants in e-government;
- Exchange of documents in the administration. Legal regulation of registers.

Expected results Upon completion of the training, participants will:

- be familiar with the legal framework and strategic objectives in the field of e-government and e-administration;
- understand the principles of e-government laid down in the regulatory framework;
- acquire knowledge about centralised and horizontal e-government systems;
- have knowledge of the provision of electronic administrative services – electronic administrative services are the main manifestation of e-government and have a central place in the regulation;
- understand the specifics of the mechanisms for the exchange of electronic documents within administrative bodies, referred to as "internal document flow", as well as between them and other entities under the e-government law – the so-called "document flow".

Duration: 12 teaching hours (1.5 days) – 4 teaching hours in an electronic learning environment and 8 teaching hours (1 day) of classroom training

Period: September – December

Form of training: blended

Fee: €66

PR-11 Practical aspects of the functioning of the Coordination Mechanism on EU Issues in Bulgaria (Council of Ministers Decree 85/2007)

NEW

The course is conducted jointly with the EU Coordination Directorate in the Administration of the Council of Ministers

Target group Employees in managerial and expert positions in the state administration who are directly or indirectly involved in the processes related to the functioning of the Coordination Mechanism on EU Issues in Bulgaria and/or participate in meetings of working formats of the Council of the EU

Description The course aims to deepen Bulgarian officials' knowledge and understanding of the specifics of the coordination mechanism on EU issues in Bulgaria. It is aimed at creating/developing the necessary skills for the smooth running of processes related to the Republic of Bulgaria's participation in the EU decision-making process, as well as for the implementation of commitments arising from EU law. The course examines and discusses key issues concerning all stages of the Republic of Bulgaria's participation in the EU decision-making process (distribution of dossiers and acts, preparation of framework positions, preparation of guidelines and positions for meetings of the preparatory bodies and Council formats); the rules of procedure of the Council on European Affairs (CEA); the preparation of strategic documents on EU issues in Bulgaria; the information systems under Council of Ministers Decree 85; the action plan with measures resulting from the Republic of Bulgaria's membership of the EU, and others. The training is entirely practical in nature with a view to its usefulness for participants.

Main topics covered in the training:

• The mechanism related to the participation of the Republic of Bulgaria in the EU decision-making process;
• The rules governing the functioning of the Council on European Affairs (CEA);
• The preparation of Bulgarian strategic documents on EU issues;
• Implementation of commitments arising from EU law;
• Action plan with measures arising from the Republic of Bulgaria's membership in the EU.

Expected results Upon completion of the training, participants will:

• have more in-depth and specific knowledge of the functioning of the coordination mechanism on EU issues in Bulgaria;
• build on their skills for full and informed participation in all elements of the coordination mechanism and in fulfilling the Republic of Bulgaria's commitments to the EU;
• enrich their understanding of how the Council on European Affairs works in practice;
• receive answers to practical questions related to the implementation of Council of Ministers Decree 85/2007 and the work of the Council on European Affairs and its working groups.

Duration: 8 teaching hours (1 day)

Period: April – August

Form of training: in person

Fee: €51

PR-12 Liability and protection of officials in the administration

Target group Managers with disciplinary functions, human resources staff, administrative inspectors, managers and experts in the state administration with an interest in the subject matter

Description This is a course on the functions, duties and responsibilities of employees in the administration. The focus is on official duties and the consequences of non-compliance as disciplinary offences and/or administrative offences. The course programme presents the grounds for disciplinary and administrative liability of public sector employees in a logical sequence. It identifies the types of disciplinary and administrative offences, the procedures for their investigation, the types of penalties and the mechanisms for protection, including dismissal and protection against dismissal. The training also covers ethical standards for professional conduct of employees, but in the context of effective performance of official duties and possible disciplinary consequences. The course is practical in nature, analysing examples of disciplinary violations so that participants can recognise potential risks in the performance of their duties, as well as case law on current issues of disciplinary and administrative liability of employees in the administration.

Main topics covered in the training:

- Status of civil servants;
- Official duties and disciplinary/administrative penalties for failure to perform them;
- Disciplinary violations and penalties. Disciplinary proceedings;
- Administrative violations and penalties;
- Protection of civil servants.

Expected results Upon completion of the training, participants will:

- develop a clear and sustainable understanding of the main duties of public sector employees;
- acquire practical skills for preventing legal risks in the performance of their official duties;
- be prepared to recognise when actions or inactions may lead to disciplinary proceedings and/or administrative liability;
- be familiar with disciplinary procedures, rights during disciplinary proceedings, internal and external protection mechanisms;
- acquire knowledge and skills to defend themselves against unlawful actions and accusations;
- be familiar with the role of managers and supervisory bodies in procedures for the accountability of officials.

Duration: 8 teaching hours (1 day)

Period: April – August

Form of training: in-person

Fee: €51

PR-13 Organisation of document flow in public administration – updated

This module provides an overview of the regulatory framework related to the exchange of electronic documents and working with paper documents, their archiving, protection and storage. It presents the main points in the organisation of work in the e-exchange of documents in the administration: receiving e-messages and electronically signed documents, in compliance with the Electronic Governance Act and its subordinate legislation.

PR-14 Forecasting needs and planning public procurement – updated

The module aims to enrich participants' knowledge of effective demand forecasting and procurement planning as a key stage in the public procurement life cycle. Basic rules, common mistakes and practical challenges related to this activity will be discussed. Participants will learn about methods and techniques for analysis and forecasting, ethical clauses and rules for preventing conflicts of interest. A new focus in the training is the possibilities for using artificial intelligence to facilitate data processing, detect risks and improve compliance with policies and regulatory requirements.

PR-15 Legal framework for personal data protection – updated

The module is intended for all employees in the administration and aims to familiarise participants with sources and basic concepts in personal data protection; principles and grounds related to the processing of personal data; the rights of data subjects; the obligations of controllers and processors; and guidelines for the application of the General Data Protection Regulation.

PR-16 Working with the Centralised Automated Information System (CAIS) "Electronic Public Procurement"

The main objectives and expected results that the e-module aims to achieve are the acquisition of knowledge and skills for working with the CAIS EOP, the creation of habits for working in an electronic environment, the reduction of the commission's working time, and the acquisition of confidence among the training participants. Each topic is accompanied by brief instructions on the key points of the specific lecture.

PR-17 Law on the Introduction of the Euro in the Republic of Bulgaria

The training aims to familiarise participants with the Law on the Introduction of the Euro in the Republic of Bulgaria. The reasons for the creation of the law and the process of its drafting will be briefly reviewed, followed by a focus on: the main provisions of the law; the period of dual display of prices of goods and services; the distribution of euro banknotes and coins and the exchange of levs into euros; the period of dual circulation of the lev and the euro; the conversion from levs to euros; and the adaptation of information systems and documents to the requirements of the single European currency. The course will also discuss the functions of the authorities that monitor compliance with the provisions of the law, as well as the approach to amendments to legislative acts set out in the transitional and final provisions.

Програма

Дигитална компетентност

Съдържанието на включените в програмата курсове е съобразено и с резултатите от проучване на ИПА за нивото на дигитална компетентност в държавната администрация. Общата цел на програмата е да предостави разнообразни по съдържание и форма възможности за подготовка на служителите за успешна работа в условията на интензивна дигитална трансформация и изграждане на цифрова администрация. Курсовете в тази програма са предназначени за ръководители и експерти от централната и териториалната администрация. С цел осигуряване на хомогенност на групите за участие в някои от курсовете са посочени предварителни изисквания към участниците. Повечето курсове целят овладяване на умения за средно ниво на компетентност в различните области. Това ниво предполага самостоятелно справяне с широк спектър практически въпроси и задачи, изискващи създаване, обработване и редактиране на съдържание, използване на различни инструменти за комуникация и колаборативна работа, анализ и визуализация на данни, справяне с основни технически проблеми и т.н. За развитието на някои дигитални умения в програмата са включени и курсове за покриване на изискванията за по-високо, професионално ниво.

DK-1 Spreadsheets – Advanced

NOTE:

Prerequisites: Course participants must have basic skills in:
- *creating new workbooks, selecting cell ranges, working with worksheets;*
- *creating calculation formulas using arithmetic operators;*
- *using the Sum, Average, Max, Min, and IF functions;*
- *formatting cells, formatting numbers;*
- *Working with headers and footers and formatting for printing.*

Target group

Employees who want to upgrade their knowledge and skills in working with basic computer applications

Description

In this course, participants will upgrade their practical skills in working with spreadsheets and master some advanced features of spreadsheet applications that enable them to create complex reports and summaries.

Main topics covered in the training:

- Managing and preparing data for calculation and analysis
- Conditional functions in Excel;
- Text functions;
- Functions for searching and extracting information;
- Graphical representation of data;
- Pivot tables;

Expected results

Upon completion of the training, participants will:

- be able to apply advanced formatting options such as conditional formatting and custom number formatting;
- know how to use functions for logical, statistical, financial and mathematical calculations;
- be able to create charts and apply advanced chart formatting;
- can work with tables and lists, filtering and sorting data;
- know how to apply spreadsheet protection options.

Duration: 10 teaching hours (within 2 weeks)

Period: September – December

Form of training: e-course with a lecturer

Fee: €63

DK-2 Information and media literacy

Target group

Employees in managerial and expert positions in central and regional administration

Description

The European Commission defines media literacy as "all the technical, cognitive, social, civic and creative skills that enable us to access, critically understand and interact with media". The aim of this course is to expand the digital competence of employees in the administration by acquiring key knowledge and skills related to information and media in a digital environment, ways to analyse different points of view on the internet, and rules for assessing the quality and reliability of data sources on the internet. Participants will also learn important ethical rules for behaviour and communication in a digital environment.

Main topics covered in the training:

* Introduction to information and media literacy;
* What are the media?
* The Internet and digital society;
* Freedom of expression;
* Countering disinformation;
* The author in the digital age.

Expected results

Upon completion of the training, participants will:

* be able to take a critical approach when evaluating different media content;
* have a deeper understanding of their responsibility when publishing and sharing content in a digital environment;
* know how to apply important ethical rules of conduct and communication in a digital environment.

Duration: 12 teaching hours (within 2 weeks, with the option of a virtual classroom)

Period: April – August

Form of training: e-course with a lecturer

Fee: €63

DK-3 Collaborative work in a digital environment

Target group

Employees in managerial and expert positions in central and regional administration

Description

Digital technologies offer diverse and flexible opportunities for collaboration, which is often required of employees when working on projects, teamwork on analyses, reports, plans, programmes, etc. The aim of this course is to develop skills in using Google and MS Office 365 tools for collaborative preparation and coordination of various documents in Word and Excel through synchronous or asynchronous communication. Applying such skills contributes significantly to the optimal use of resources and increased productivity in the work of employees.

Key topics in the training:

• What is collaborative work?
• Working together with Google Drive and Google Docs;
• Developing interactive collaborative presentations with Google Slides;
• Presenting data in tabular and graphical form with Google Sheets. Creating, conducting and summarising electronic surveys with Google Forms;
• Collaborative work online using Microsoft OneDrive.

Expected results

Upon completion of the training, participants will:

• can use basic Google and MS Office 365 tools to share content and collaborate on various documents in Word and Excel format;
• can communicate synchronously and asynchronously when collaborating in a a digital environment;
• know how to use the capabilities of digital technologies to optimise the collaborative work of teams, working groups or individual units in the administration.

Duration: 10 teaching hours (within 2 weeks)

Period: April – August

Form of training: e-course with a lecturer

Fee: €63

DK-4 Skills for working with presentation software

Target group

Managers and employees in expert positions who need to develop presentations to present results, ideas, solutions, and other topics to different audiences.

Description

This fully electronic, lecturer-led course develops knowledge and skills in the field of presentation software. Participants are expected to commit an average of 5 hours per week. The course focuses on the potential of PowerPoint 2024 as one of the most popular tools for visualising ideas and using it to deliver convincing and impactful presentations to an audience. Participants will be able to acquire useful skills for planning and structuring a presentation, as well as for effectively combining the possibilities offered by PowerPoint for developing products with this software. The training is also suitable for trainers who wish to upgrade their skills in working with PowerPoint 2024 presentation software.

Key topics in the training:

• How to prepare for a presentation;
• Working with text and images;
• Working with forms, organisational charts, diagrams and tables;
• Working with animation effects, transitions between slides and hyperlinks;
• Recording narration for a presentation and saving it in different formats.

Expected results

Upon completion of the training, participants will:

• be able to plan, design and create a logically consistent presentation structure in line with pre-set objectives;
• be able to visualise statistical data of a diverse nature in tabular and graphical form information and present various processes and algorithms using organisational charts;
• be able to illustrate the main characteristics of specific products and services through different types of media (text, graphics, animation, audio, video, etc.) and integrate these types of media into a common product;
• be familiar with the capabilities of different types of cloud technologies for publishing developed authorial multimedia materials in order to reach a larger audience.

Duration: 10 teaching hours (within 2 weeks)

Period: September – December

Form of training: e-course with a lecturer

Fee: €63

DK - 5 Promoting the activities of public institutions on social media

NOTE: *Before enrolling in the course, participants are recommended to complete the self-study e-module DK-14 "Social networks in the public sector – creation and management".*

Target group

Experts responsible for maintaining the communication channels of public institutions

Description

This practical course examines the most popular social networks and how they can be used to promote the activities of the administration. Both good and bad practices will be discussed, and various ways of cross-media communication will be presented. Each participant will be able to develop a campaign to promote a practice from their administration and will receive feedback and guidance on how to improve their projects.

Main topics in the training:

• The role of social networks in promoting the activities of organisations;
• Events on social media;
• Content marketing.

Expected results

Upon completion of the training, participants will:

• be able to use social media to promote the activities of their administration;
• be able to use the specific features of different social networks;
• be able to communicate with civil society in an appropriate and interesting way.

Duration: 12 teaching hours - 8 teaching hours (1 day) of classroom training and 4 teaching hours in an e-environment

Period: April – August

Form of training: blended

Fee: €76

DK-6 Countering disinformation

UPDATED

Target group

Employees in managerial and expert positions in the central and territorial administration

Description

In order to participate fully in modern communication processes, civil servants should have a basic understanding of information sources, how to identify reliable and unreliable sources, and how to verify facts. In addition, they are responsible for the accurate and strict implementation of European Union measures to counter disinformation and hybrid threats. State and municipal administrations must not allow themselves to be used as conduits for rumours, disinformation or conspiracy theories. This became particularly evident during the Covid campaign, when the so-called infodemic wreaked havoc alongside the pandemic. In the context of war in Europe, countering disinformation, propaganda and hybrid threats can also be seen as part of the national security system. The course presents the principles of countering disinformation in the digital society, the measures taken by the European Union and the regulatory framework that participants can always refer to for guidance if necessary. Behaviour in specific situations will also be analysed.

Main topics covered in the training:

- Disinformation: the problem and key concepts;
- The role of technology;
- Information influence, propaganda, hybrid threats;
- Fact-checking;
- EU approach to countering disinformation;
- Stable and sustainable democracy through timely and high-quality information.

Upon completion of the training, participants will:

- be familiar with the nature of disinformation, propaganda, hybrid threats and fake news as risks that threaten informed decision-making;
- be familiar with the importance of countering disinformation;
- be familiar with the European approach to countering disinformation, the role of different institutions and the measures they take;

Expected results

- be aware of their rights and responsibilities as participants in modern digital communications, to counter misinformation and their responsibility to prevent misinformation when creating and sharing content;
- be aware of the risks involved in using and disseminating content, especially the role of platforms, and the EU's legislative efforts to reduce online disinformation;
- discuss the idea of a law against fake news, forms and ways to provide more complete, high-quality and adequate information for citizens.

Duration: 12 teaching hours (within 2 weeks, with the option of conducting a virtual classroom)

Period: April – August

Form of training: e-course with a lecturer

Fee: €76

DK-7 Introduction to Information and Cyber Security (for non-IT experts)

NOTE: If you choose this training, we recommend that you also choose and complete "DK-8 Methodology for Risk Assessment and Incident Management Related to Information and Cybersecurity".

Target group

Employees in managerial and expert positions in central and local government who are not IT experts

Description

Over the last decade, we have all become connected, and much of our information—both personal and professional—is stored in the digital environment (cyberspace). The aim of this course is to familiarise participants with current threats to information and to themselves, as well as methods of protection against the most commonly used techniques and tactics for hacking systems and people. The course focuses on technical threats and those specifically designed for people – social engineering and disinformation, with a focus on cybersecurity. Basic literacy in information and cybersecurity is even more important than basic computer skills. Because even if you don't use email, word processing or spreadsheets, you use chat, smartphones and social media. Upon completing this course, participants will be more cyber secure for themselves, their organisation and their family.

Key topics in the training:

• Digital hygiene;
• Basics of cybersecurity and cyberspace;
• Types of threats;
• Principles of protection.

Expected results

Upon completion of the training, participants will:

• find and confirm their personal role in information protection;
• understand the definitions of cybersecurity, cyberspace, and information protection;
• become familiar with the most popular techniques and tactics for hacking systems and people;
• learn ten personal data protection techniques and be able to apply them;
• become more cyber secure and will be familiar with the idea of digital hygiene so that they can easily pass on what they have learned;
• know how artificial intelligence is used in cybersecurity and will see how it can be abused in theory, so that they can be sceptical.

Duration: 8 teaching hours (1 day) **Period:** April –

August **Form of training:** in-person

Fee: €51

DK-8 Methodology for risk assessment and incident management related to informa...
and cybersecurity

NOTE: *We recommend that you also take UM-6 Approaches to Integrating and Maintaining Quality Standards in Cybersecurity and DK-7 Introduction to
Information and Cybersecurity (for Non-IT Experts)."*

Target group

Employees in management and expert positions in central and local government who are not IT experts

Description

The course focuses on risk management and incident management theory and is intended for all employees in the administration who are interested in upgrading their knowledge of risk assessment and incident management. During the training, a workshop is held in which participants work in groups to develop risk management plans.

Main topics covered in the training:

- Introduction to risk management (ISO 27001 and ISO 27002);
- Risk identification and assessment;
- Risk mitigation and monitoring strategies;
- Incident detection and response, plan creation (NIST 800-61 and ISO 27035);
- Post-incident review and improvement.

Expected results

Upon completion of the training, participants will:

- be familiar with risk management standards in information security and cybersecurity;
- know what risk is and how it is assessed, how risks are addressed and how they are manage them;
- deepen their understanding of threats, risks and incidents;
- be familiar with incident management methodology;
- develop skills for recording and reporting incidents;
- build incident response skills;
- know what needs to be done to preserve digital evidence and prepare for cyber incident investigations;
- identify threats and threat agents to a virtual organisation;
- assess the risk of threat-related vulnerabilities and create an incident response plan in a practical exercise.

Duration: 16 teaching hours (2 days) **Period:** September –
December **Form of training:** in-person

Fee: €102

DK-9 Practical Cybersecurity – Threats, Simulations, Friendly Phishing, and AI Analysis (for IT Experts)

Target group

Managers and experts from IT departments in central and regional administration, system and network administrators, information security specialists and technical experts involved in the management and protection of ICT infrastructure

Description

Cybersecurity requires knowledge of contemporary threats, accurate assessment of vulnerabilities, skills in recognising attacks and the ability to respond appropriately to incidents. This requires IT experts not only to have theoretical knowledge of attacks, but also to train in a realistic environment, conduct simulations and use tools for detecting and analysing threats. In this course, participants will learn about current cyber threats, their techniques and tactics (MITRE ATT&CK), and will be trained to use tools for reconnaissance, simulation and defence.Practical exercises are planned, including creating a friendly phishing campaign, using artificial intelligence for simulations and analysis, working with SIEM, and conducting training in a cyber range.

Main topics covered in the training:

- Current cyber threats and threat actors;
- Linking threats to vulnerabilities – open sources of intelligence (OSINT), CVE/ NVD, CISA KEV;
- Working with open source vulnerability scanners (Nmap, OpenVAS, Nikto);
- MITRE ATT&CK techniques and tactics and their application in simulations;
- Tools for attack simulations (Atomic Red Team, Caldera);
- Creating and conducting a friendly phishing campaign (Gophish / King Phisher);
- Using artificial intelligence in simulations, generating attacks, and assisting in analysis;
- Analysing logs from simulations and phishing campaigns (Wazuh / ELK Stack);
- Practical training in a cyber range – attack, defence, incident detection and response.

Expected results

Upon completion of the training, participants will:

- be aware of current threats and their characteristic techniques and tactics;
- can understand MITRE ATT&CK and link threats to real TTPs;
- can install and use open source vulnerability scanning tools;
- can use open source SIEM solutions for monitoring, log analysis, and attack detection;
- can create and conduct friendly phishing campaigns for internal training;
- participate in cyber range training and can apply the defence techniques they have learned;
- understand how artificial intelligence is used for simulations and to support defensive activities;
- are familiar with cyber communities in Bulgaria and the opportunities for professional involvement in them.

Duration: 16 teaching hours (2 days) **Period:** September –

December **Form of training:** classroom-based

Fee: €102

DK-10 Electronic signature and electronically signed documents

Target group

Managers and employees in expert positions whose work is related to the management of information, services and work processes

Description

The course covers issues related to the technology for creating electronic signatures, qualified electronic signatures (QES), Certificate for qualified electronic signatures.

Main topics covered in the training:

- Types of electronic signature certificates;
- Basic requirements of Regulation 910/2014 EC;
- ZEDEUU;
- Working with electronically signed documents;
- Multiple signing;
- Signing emails using an email client;
- Processing, storing and sending electronically signed documents;
- Focus on the essence of the electronic signature and its structure; Training participants will learn about the possibilities for signing documents
- using the built-in functionality of MS Word, MS Excel, MS Outlook and Adobe Acrobat Reader DC in PDF format, PKCS#7 format;
- The training is entirely practical and includes a simulation of working with an electronic signature certificate, smart card and smart card reader.

Expected

Upon completion of the training, participants will:

- be familiar with the main characteristics of electronic documents and electronic signatures;
  - have the skills to create and verify electronically signed documents.

Duration: 8 academic hours (1 day) **Period:** April – August **Form of training:** in-person **Fee:** €51

DK-11 Digital Europe – updated

This module aims to raise awareness among civil servants and motivate them to actively participate in building a digital society in Bulgaria. It will present the EU's policy on digital democracy, pluralistic digital media, the development of the digital single market, long-term digital connectivity, cybersecurity, and respect for citizens' digital rights. It will also expand the discussion on issues such as freedom of expression and access to information, intellectual property rights, and the protection of personal data and privacy, as presented in the training courses "Information and Media Literacy" and "Introduction to Digital Rights".

DK-12 Interactive video and online presentations with Prezi – updated

The module is intended for all employees in the administration and aims to develop knowledge and skills in the field of presentation software with the online platform Prezi. It explores the possibilities for creating presentations using artificial intelligence (in English and Bulgarian) based on specified keywords or phrases, which can then be further edited manually. The possibilities for remote collaboration in Prezi on a specific product, recording online video and integrating it with a pre-created presentation are also presented. Attention is paid to Prezi's capabilities for creating print and web-based posters for events, infographics and social media posts.

DK-13 Personal Data Protection in a Digital Environment

This e-module will familiarise you with the rules for personal data protection in a digital environment. It covers three main topics: key provisions in the legal framework, compliance with legal obligations for providing/publishing information, and guidelines for the development of the European framework.

DK-14 Social networks in the public sector – creation and management – updated

The module is intended for all employees in the administration who are responsible for external communication, public relations, content creation, as well as for managers who want to understand and manage the institution's digital presence. The training covers key contemporary social platforms and their roles in public communication - Facebook/Meta, YouTube, LinkedIn, Instagram, TikTok. You will gain expert knowledge of the specifics and best practices for each platform, creating engaging, ethical and lawful content, building a strategy for a consistent and impactful presence and crisis management, as well as real-time feedback.

DK-15 Cybersecurity: Trojan Horse and Social Engineering

How can both computers and people be hacked, and why are these two aspects a major cyber risk in the digital age in which we work? These are the answers you will find in the basic self-study e-module. In it, you will learn about the main characteristics of Trojan horses and social engineering as cyber threats and receive advice on good practices to follow in order to avoid these threats and ensure information security in the workplace.

DK-16 New technologies in management – cloud technologies

The module is intended for all employees in the administration and aims to familiarise them with the opportunities that cloud technologies offer in the field of public administration. The various applications of cloud technologies in both the private and public sectors will be examined, and the EU's efforts to develop open data will be discussed.

DK-17 Application of e-government systems

This module aims to familiarise civil servants with the functioning of the main systems of the unified technological model for interaction between public authorities for requesting, paying for and providing electronic administrative services within the framework of e-government. The topic of strategy and planning for the use of IT resources and the management of technologies and services will be examined. The architecture of e-government will also be examined.

DK-18 Electronic document and electronic signature (basic module)

The module is intended for all employees of the administration and aims to familiarise trainees with the basic knowledge, technological and theoretical aspects of electronic signatures, as well as with the technology of electronic signing of electronic documents.

DK-19 Developing presentations and videos with Canva

Canva is a graphic design platform that provides tools for creating presentations, videos, and other graphic projects. In this course, you will learn about the templates for animated presentations and the features included in the platform, how to enhance them using interactive tools for adding hyperlinks, integrating audio, video and animations, and creating dynamic charts and graphs. You will also acquire skills in using the capabilities for creating and processing images and video with the help of artificial intelligence. The module is intended for all employees in the administration and aims to develop knowledge and skills in the field of presentation software, graphic design and video editing.

III.
ГОДИШНИ ФОРУМИ

През 2026 г. ИПА продължава утвърдената традиция да организира годишни срещи и конференции, насочени към изграждане на мрежи и развитие на различни професионални общности. Тези форуми предоставят допълнителна възможност за учене чрез обмен на идеи, обсъждане на актуални въпроси и споделяне на добри практики. ИПА ще засили използването на цифрови технологии, за да насърчи ефективната комуникация и взаимодействие между участниците, както преди, така и по време на и след приключването на планираните събития.

GF-1 Annual Meeting of Human Resources Specialists

Target group Managers and employees in expert positions whose work is related to the management of information, services and work processes

Description The traditional annual meeting of human resources specialists will give participants the opportunity to discuss current regulatory changes, learn about best practices, and exchange experiences and new ideas in the context of contemporary trends in people management. The discussions will focus on the new challenges facing managers and human resources experts in the context of technological developments in this field. The necessary expertise and professional maturity of these employees will be discussed in order to apply modern approaches to employee management in the administration, such as flexibility in working conditions, development of organisational culture and innovative thinking, etc. The programme provides for the presentation of international experience and good practices in the field of human resource management in the administration. Participants will also learn about the results of the latest studies and analyses by the IPA in the field of people management in the organisation.

Duration: 3 days

Period: 13 May - 15 May, Nessebar

Form of training: in-person

Fee: €102

Contact: Katya Topalova, E-mail: k.topalova@ipa.government.bg Stefka Georgieva, E-mail: s.georgieva@ipa.government.bg

GF-2 Summer Academy for Young Leaders

Target group

Civil servants from the central and territorial administration who are up to 35 years of age (inclusive) and have passed their probationary period.

Description

Every year, the Institute of Public Administration organises practical training for young civil servants with leadership potential. During the training, current topics in the field of digitalisation, e-government and the European agenda are presented. This year, the Summer Academy will focus on innovation and the application of artificial intelligence to improve the public sector. Participants will acquire the knowledge and skills needed to defend positions on important European and national projects and policies, team management, cybersecurity and data management. The training includes a combination of lectures and practical tasks, encouraging participants to demonstrate their leadership skills by developing new ideas, designing projects and using artificial intelligence technologies to create prototypes. The lecturers at the Summer Academy are civil servants with extensive practical experience, diplomats and experts from international companies and institutions.

Detailed information on the conditions for participation, the application procedure and the required documents will be published on the IPA website by the end of June 2026.

Duration: 5 days

P e r i o d : September, outside Sofia
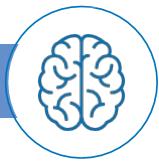
Training format: blended

Fee: no fee

Contact: Tanya Ivanova-Chikova, E-mail: t.ivanova@ipa.government.bg

IV.
КОНКУРСИ В ДЪРЖАВНАТА АДМИНИСТРАЦИЯ

COMPETITION FOR GOOD PRACTICES IN STATE ADMINISTRATION

Promoting good practices in various areas of public administration is one of the most effective ways to increase the professional competence and motivation of employees, improve the organisational environment, optimise processes and procedures, and, as a result, meet the increased expectations of society. This understanding is at the heart of a variety of initiatives that identify and promote innovative solutions for better governance in public administration, subject to the mission of serving the interests of citizens and society.Detailed information on the application process and the required documents is published on the competition page of the IPA website at the following address: https://www.ipa.government.bg/bg/konkursi-za-dobri-praktiki. The practices distinguished in the competition are awarded during a special ceremony.

Period for submission and evaluation of proposals: September–October 2026 December 2026

Announcement of results and award ceremony

COMPETITION FOR INNOVATIVE IDEAS IN PUBLIC ADMINISTRATION

The Institute of Public Administration's competition for innovative ideas gives civil servants the opportunity to consider and propose ideas for improving internal processes and services, including through the use of new technologies and practices. Individually or in teams, experts can submit their ideas for innovation in areas such as digital transformation and e-government, sustainable development, human capital, and administrative efficiency. Teams may include civil servants from one or more directorates/departments, as well as and inter-institutional teams.

Period for submitting innovative ideas: **March – May 2026**

Detailed information about the application process and the required documents is published on the website at the competition at the website at IPA at the following address https://www.ipa.government.bg/bg/konkurs-inovacii

The ideas selected in the competition are supported by a specialised event for participants, based on at the approach at design thinking (design thinking) and are published in a collection at the website of the Institute. All experts and/or teams from experts, who participated with ideas in the competition, become part of the network of innovators in the state administration, which IPA supports and develops.

Contact: Tanya Ivanova-Chikova, E-mail: t.ivanova@ipa.government.bg
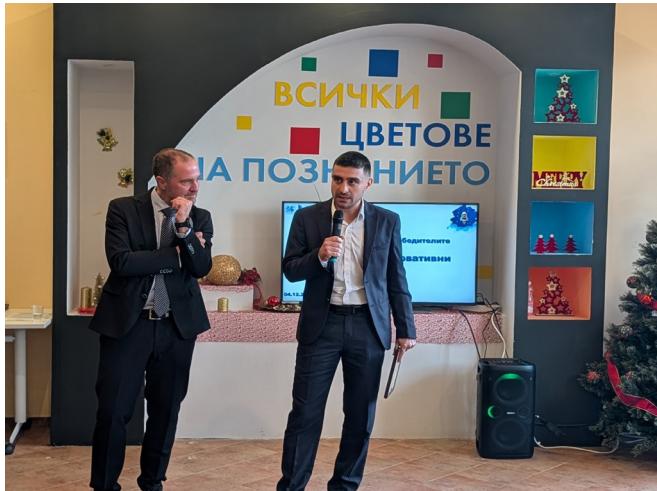
V.
МЕЖДУНАРОДНО СЪТРУДНИЧЕСТВО И ОБУЧЕНИЕ В ЧУЖБИНА

Институтът по публична администрация работи в партньорство с редица европейски и международни институции с цел обмен на добри практики и предоставяне на възможности за обучение. Наши дългогодишни партньори са:
- Европейският институт по публична администрация (EIPA) – Нидерландия;
- Европейското училище по администрация (EUSA) към Европейската комисия;
- Мрежата на директорите на институти и училища по публична администрация в Европейския съюз (DISPA);
- Мрежата на институтите и училищата по публична администрация от Централна и Източна Европа (NISPAcee);
- Национален институт за публична служба (INSP) – правоприемник на Националното училище по администрация (ENA), Франция;
- Полското училище по публична администрация (KSAP);
- Френският институт в София;
- Посолството на Япония в София.

JAPANESE MASTER'S PROGRAMME FOR YOUNG LEADERS

Target group Employees of the central and regional administration aged up to 40 (at the time of submission of documents) with at least three years of professional experience in the field of public administration and interested in applying for participation in the Japanese Master's Programme for Young Leaders.

Description The programme is organised by GRIPS University in Tokyo, Japan, and lasts for one year. Upon successful completion, students receive a master's degree in political science. The programme provides a full scholarship to students. Lectures are conducted in English (a minimum ILTS 6.0 or TOEFL 79 score is required).

The Institute of Public Administration is the national coordinator of the programme and announces the start of the selection procedure for candidates from the Bulgarian administration by sending a letter of invitation to all ministries and secondary administrators. All information about the programme, its duration and location, as well as the application procedure itself, including the requirements for candidates, the necessary documents and deadlines, is published on the IPA website (menu: training/opportunities for training abroad). In this regard, we kindly ask Bulgarian employees to carefully read the entire package and documentation published on the Institute's website before deciding to apply to the IPA.

Contact: Mimi Yotova, E-mail: m.jotova@ipa.government.bg

ERASMUS FOR PUBLIC ADMINISTRATION PROGRAMME

Target group Civil servants with less than five years of professional experience in the field of European affairs. Civil servants who have not worked or been trainees in an EU institution.

Description The European School of Public Administration (EUSA) is organising a ten-day training course for representatives of public administrations from all EU Member States.

The aim of the programme is to familiarise employees working in the field of European affairs with the functioning of the EU institutions. The programme is conducted in English and participants have the opportunity to visit the institutions in Brussels.

The IPA announces the start of the candidate selection procedure and collects application documents twice a year by sending a letter to all ministries. The information is published on the IPA website in the section "Training" — "Opportunities for training abroad" — "Erasmus for Public Administration — Application Procedures".

Contact: Kamelia Gashevska, E-mail: k.gashevska@ipa.government.bg

Request for customised training at the IPA

_____

(Full name of the administration)

Topic _____

Target group: _____

Brief description of training needs and expected results: _____

_____

_____

Preferred form of training: _____ (face-to-face/online)

Preferred location (if the request is for classroom training): _____

Preferred period: _____

Number of participants**:_____

Contact person: _____

Tel: _____ Mobile phone: _____ Email: _____

* If the training is on a course topic with a fee from the IPA catalogue, the relevant reference number should be indicated after the topic.
** Customised training is only available for groups of at least 15 participants.

MANAGER: _____

(signature and stamp)

ИНСТИТУТ
ПО ПУБЛИЧНА
АДМИНИСТРАЦИЯ

"Целта на теоретичното познание е истината, а на практичното - действието."

Аристотел

ЗА ИНСТИТУЦИИТЕ И ЕКСПЕРТИТЕ

София, ул."Сердика 6-8"
тел.: 02/940 25 56
e-mail: ipa@ipa.government.bg

знание

умения

иновации

развитие

ИНСТИТУТ
ПО ПУБЛИЧНА
АДМИНИСТРАЦИЯ