

Насърчаваме доброто управление

# КАТАЛОГ



25  
ГОДИНИ



ИНСТИТУТ  
ПО ПУБЛИЧНА  
АДМИНИСТРАЦИЯ

[www.ipa.government.bg](http://www.ipa.government.bg)

**Dear colleagues and friends,**

In a world that is changing at a dynamic pace, the stability and prosperity of our society increasingly depend on our ability to adapt, learn, and use new technologies quickly but responsibly. Today, when data and artificial intelligence play a central role in development and management processes, it is extremely important for experts to take an active role in their protection, management, and ethical use. We have a unique opportunity to speed up the work of the administration, focusing on the actual processes rather than on repetitive activities and bureaucratic requirements.

Inspiration and learning are the keys to growth—both personally and professionally. I am convinced that all of you who devote time and effort to improving your knowledge and skills contribute to a better, more sustainable, and progressive country. Your efforts not only strengthen your own potential, but also directly influence the stability and quality of public life in Bulgaria.

The past year was full of challenges, mainly financial, but also successes. We made significant progress in training experts, developing professional networks, and promoting the implementation of innovations. Thanks to our partnership with key state institutions, we launched one of the best capacity-building programs in the field of European investments. These efforts lay a solid foundation for future successes.

However, this year brings us new opportunities—and with them comes the need to embrace change with responsibility and a vision for the future. We work extremely well with the management of institutions and human resources departments, and we hope that they will be the conduit for change, fighting for and demanding more investment in training. On average for Bulgaria, investment in training is far from the benchmark of 2% of planned salary funds – it is 100 times smaller.

All training courses in the 2025 Catalog are based on a careful analysis of training needs. In 2025, we will continue to invest in topics such as digital skills, data management and the integration of artificial intelligence into management processes, better regulation and policy development, better quality of legislation and law enforcement.

The stability and prosperity of our society depend on our shared efforts. Let us join forces to build communities for the exchange of knowledge, skills, and good practices. Your innovation, dedication, and professionalism are an inspiration to us all and proof that change is possible when we work together. May 2025 be a year of peace, inspiration, and development.

Continue to seek opportunities for learning and improvement. We at IPA, celebrating our anniversary year, will be with you every step of the way, ready to support and inspire you to new successes!



„Няма по-естествен стремеж  
от стремежа към знанието.“

Монтен



ИНСТИТУТ  
ПО ПУБЛИЧНА  
АДМИНИСТРАЦИЯ

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# CONDITIONS FOR PARTICIPATION IN IPA COURSES

The Institute of Public Administration conducts **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 designed for employees in managerial and expert positions in the state administration. It includes a wide range of courses, structured thematically into programs presented in **Section II of the Catalog**.

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 training;
- **Hybrid** – a type of blended training in which all or part of the training is conducted simultaneously in both classroom and e-learning formats.

**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-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 after the employees subject to mandatory training for professional development take office.
- All professional development training courses are free of charge. The travel expenses of participants shall be borne by the relevant administration.

## II. CONDITIONS FOR PARTICIPATION IN PROFESSIONAL DEVELOPMENT TRAINING

The professional development training courses in **Catalog 2025** are presented in thematically structured programs that include **fee-based training courses and free self-study e-modules**.

### Paid training courses

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

### DEADLINES FOR SUBMITTING APPLICATIONS FOR TRAINING COURSES WITH A FEE

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

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)

- There is **no fee** for participating in the e-learning modules.
- E-modules for self-study 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 relevant administrations have the opportunity to monitor the individual applications submitted by their employees to certify their successful graduation.

### 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 employees who have submitted individual applications for e-modules.

### Reimbursement of training fees

- The IPA reimburses fees paid by administrations for training courses that are canceled/cancelled for reasons beyond the control of the applicants. In such cases, there is no need for administrations to send an official letter requesting reimbursement.
- **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 [tog.markova@ipa.government.bg](mailto:tog.markova@ipa.government.bg) or by letter.
  - » Administrations have the option to replace the participant with another person or to transfer the paid fee to another training course, but they must indicate in the email or letter the names of the employee who will participate in the training.

### Costs of participation in training courses

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

## III. GENERAL TERMS AND CONDITIONS

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

### TIMELY INFORMATION IN CASE OF AN EMPLOYEE'S INABILITY TO PARTICIPATE IN PLANNED TRAINING

If an employee is unable to participate in scheduled IPA training, administrations are required to submit written notice at least 7 working days before the start of the specific training to the following email address: [g.markova@ipa.government.bg](mailto: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 transfer the employee to participate and join another group for the specific training (Joining another group is only possible after checking for available capacity);
- Replace the employee with another employee for the specific training, specifying in the email or letter the name 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 TRAINING FORMAT

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 COURSES IN BLENDED OR ELECTRONIC FORM

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

## PERSONAL DATA PROTECTION

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 by email to: [support@ipa.government.bg](mailto:support@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 displayed in the trainee's profile within three days of the end of the relevant training.

## CUSTOMISED TRAINING

The Institute of Public Administration enables administrations to request customized training courses throughout the year in order to meet specific needs. These courses may cover topics from the IPA Catalog (excluding the Foreign Language Training program) but with a different duration than announced or with adapted content.

- » topics from the IPA Catalog (excluding the Foreign Language Training program), but with a different duration than that announced or with adapted content;
- » topics outside the IPA Catalog.

- For customized training courses, a standard application form (Annex 1) should be submitted. The form is also available on the IPA website, in the "Training" section - for professional development.
- Customized training courses can last up to two days. The specific conditions for their implementation (program, format, location, etc.) are specified for each individual request.
- Customized training is only conducted for groups of at least 15 participants.
- The individual fee for participation in customized training is BGN 100.00 per day.

## IMPORTANT!

From 2025, training courses with codes **UM-8 to UM-12** inclusive, from the **"MANAGEMENT AND PERSONAL EFFECTIVENESS"** program, can only be requested **throughout the year** by administrative structures under the above-mentioned conditions for **"Customized training courses"**.

Each administration can request training on relevant topics for its employees, **with a minimum of 15 participants per group**.

The training program will be tailored to the specific needs and requirements of the target group and will focus on the specific challenges it faces.

This approach to training will provide an opportunity to explore topics in depth, ensuring optimal conditions for better acquisition of the knowledge and skills needed to develop competencies and apply them effectively in the workplace.

**It is the responsibility of administrations to inform the IPA in a timely manner of any changes in their contact persons.**





**IPA address:**

Sofia 1000, 6-8 Serdika St. Tel: 02/940 25 56

**Tel:**

[www.ipa.government.bg](http://www.ipa.government.bg)

**Help Desk: [support@ipa.government.bg](mailto:support@ipa.government.bg)**

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„Познаването на законите се състои  
не в това да помним думите им,  
а да постигаме смисъла им.“

Цицерон





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ОБЪЕДИНЕНИЕ ЗА

— С/1ВЕ6НО ПАЗВНТЕ

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# ZO-1 INTRODUCTION TO THE CIVIL SERVICE



## 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 the structure and functioning of the administration, the main duties and responsibilities of civil servants, practical requirements for the general competencies needed to perform the job effectively, and more.

The course consists of a total of **8 modules, divided into 2 stages.**

### The first stage includes 5 e-learning modules for self-study.

No more than 20 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:** Document flow;

**Module 3:** Cyber hygiene when using e-mail; **Module 4:**

Acts of administrative bodies; **Module 5:** Application of e-government systems.

### THE MODULES IN THE SECOND STAGE ARE:

#### Module 1: Structure and functioning of the administration

- Principles of good governance;
- Organizational structure of the administration;
- Priorities in the activities of the administration.

#### Module 2: Status of civil servants

- Rights and obligations of civil servants;
- Career development;
- Performance appraisal of civil servants.

#### Module 3: Personal effectiveness

- Communication skills;
- Teamwork skills;
- Results orientation.

**Duration of the second stage:** 12 teaching hours, 1.5 days

**Form of delivery:** in-person

For newly appointed employees who wish to subsequently 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 cybersecurity;
- Electronic documents and electronic signatures;
- New technologies in management - the world of data.



## ZO-2 THE CHALLENGE OF MANAGING



### Target group

Civil servants appointed to a management position for the first time who are subject to mandatory 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. The training covers the main management tasks and responsibilities of civil servants, planning and securing the necessary human resources, modern methods of corruption prevention, team management, conflict resolution, and others.

The course consists of **a total of 8 modules, divided into 2 stages.**

The first stage is conducted electronically and includes three self-study modules, which take no more than 12 hours to complete. Participants are given a period of three weeks 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 four modules.***

### FIRST STAGE:

**THE MODULES IN THE FIRST STAGE ARE:**

**Module 1:** Quality management in administrative activities; **Module 2:**

Internal control responsibilities in the organization; **Module 3:**

Cybersecurity policies and practices in organizations;

**Module 4:** Fundamentals of Administration. Administration Act and Civil Servants Act

*(mandatory for managers without professional experience in public administration).*

**Successful completion of the first stage is a prerequisite for inclusion in the second stage of training.**



## SECOND STAGE:

### THE MODULES IN THE SECOND STAGE ARE MANDATORY:

#### Module 1: Planning and managing activities

- Basic management functions and responsibilities;
- Management of organizational implementation;
- Role of the political level of management in administration.

#### Module 2: Employee management

- Planning and securing the necessary human resources;
- Managing individual performance;
- Motivating and developing employees.

#### Module 3: Corruption prevention

- Anti-corruption activities;
- Modern methods of corruption prevention;
- Factors determining the spread of corruption in public administration.

#### Module 4: Personal management effectiveness

- Team management and conflict resolution;
- Persuasive communication and negotiation;
- Skills for effectiveness.

**Duration of the second stage of training:** 16 academic hours, 2 days

**Form of training:** in-person

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

- Annual goals of the administration and their connection to strategic documents and budget forecasting;
- Leadership skills for employee development;
- Digital tools for leadership presence and social influence;
- Strategic forecasting;
- Application of AI in the public sector and public service design.





II.

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# ОБУЧЕНИЕ ЗА ПРОФЕСИОНАЛНО РАЗВИТИЕ

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Програмите за професионално развитие в Каталог 2025 са съобразени с изготвеня от ИПА “Анализ на потребностите от обучение в държавната администрация” за периода 2025–2027 г.



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# Програма Интелигентно управление на данни и изкуствен интелект

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Програмата е разработена в отговор на нарастващите нужди от надграждане и задълбочаване на компетентностите, свързани с данните и новите технологии в държавната администрация. Базирана на задълбоченото проучване на потребностите от обучение в областта на данните, проведено от Института през 2024 г., програмата предлага систематичен подход към развитието на ключови компетентности в областта на данните и изкуствен интелект. Обучението обхваща пълния жизнен цикъл на работата с данни – от тяхното създаване и структуриране, през съхранение и защита, до анализ и визуализация. Специален акцент е поставен върху възможностите на изкуствения интелект за оптимизиране на административните процеси и подобряване на публичните услуги. Програмата интегрира практически умения с разбиране на правната и етична рамка, като подготвя участниците за отговорно и ефективно използване на съвременните технологии.

# ID-1 BASICS OF DATA MANAGEMENT

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## Target group

Managers and employees in expert positions in central and local government whose duties include data management, processing, and analysis

## Description

In today's digital age, effective data management is becoming a key factor for the success of any public sector organization. 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 organizations 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 lifecycle;
- Data management frameworks; Roles and processes;
- Methods for structuring and organizing data; Data quality; Sources of truth; Data connectivity; Catalogs and metadata;
- Data access and data availability; Data storage and auditing;
- Working with data and connecting operational processes with data;
- Interoperability standards; Key organizations and models by sector;
- Practical aspects of the Data Management Regulation and other regulatory documents. Upon

## Expected results

completion of the training, participants will:

- be familiar with the basic principles and concepts of data management;
- be able to assess and supplement the organization of data-related processes in their organization, as well as define roles related to data management;
- be familiar with the data lifecycle in their organization;
- can apply methods for effective data structuring and organization, improve data quality, and introduce evaluation 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.

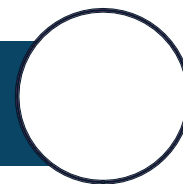
**Duration:** 8 academic hours, 1 day **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 100



## ID-2 DATA COLLECTION, DATA SOURCES AND MONITORING



### NOTE:

If you choose this training, we recommend that you take the other courses in the training cycle in the following order:

- 1- vo - ID-11 "Statistical literacy: Easy access to quality data"
- 2- ro - ID-2 "Data collection, data sources, and monitoring"
- 3- to - ID-5 "Data analysis and visualization"

### 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 implementation, policy-making, and decision-making.

The course will cover the processes of data collection, cleaning, combining, analyzing, and visualization. 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 goals. 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, as well as the specifics of working with them;
- be familiar with the main sources of data in public administration and the international field, as well as the modes of access and use for these sources;
- be familiar with the main theoretical requirements for data creation and storage and data 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;
- can formulate different types of indicators for monitoring and evaluating policy implementation, apply different approaches to data visualization and interpretation.

**Duration:** 16 teaching hours, 2 days **Period:**

September - December **Form of training:**

classroom-based

**Fee:** BGN 200



# ID-3 DATA MODELING AND EVALUATION OF DATA QUALITY

NE

## Target group

Managers and employees in expert positions in central and local government whose duties include data management, processing, and analysis

## Description

This course provides in-depth knowledge and practical skills for data modeling and analysis, focusing on multidimensional modeling and data quality assurance. Participants will learn about the concepts of semantic data modeling in the cloud, as well as the principles of ETL (Extract, Transform, Load) processes and the software used to implement them.

Key highlights:

- Multidimensional modeling: Theoretical foundations and practical applications;
- Semantic data model: Principles and use in a cloud environment;
- ETL processes and software: Management of data extraction, transformation, and loading processes;
- Data quality assurance: Methods for validating, cleaning, and improving quality;
- Practical examples: Analysis and modeling of real data from the government's open data website.

## Expected results

Upon completion of the training, participants will have knowledge of the basics of multidimensional modeling and semantic data models, as well as their application in a cloud computing environment. They will be able to apply ETL processes for extracting, transforming, and loading data using appropriate software. They will have the skills to recognize common data quality issues and will be able to apply techniques for their validation and improvement. They will be able to create and use semantic models for more effective data structuring and management. Participants will gain practical experience in assessing data quality and will learn approaches for making informed decisions in the analysis and management of information.

Upon completion of the training, participants will:

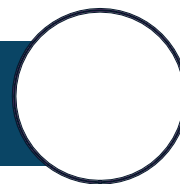
- be able to explain the basic principles of multidimensional modeling and semantic data models in the context of cloud computing;
- understand and apply ETL processes for extracting, transforming, and loading data using appropriate software;
- be able to identify key data quality issues and apply techniques for validating and improving data;
- be able to create and apply semantic models for structuring and organizing data;
- be able to perform basic tasks in data modeling and quality assessment.

**Duration:** 16 academic hours, 2 days **Period:**

September - December **Form of training:**

classroom-based

**Fee:** BGN 200



## Target group

Managers and employees in expert positions in the central and territorial administration who are responsible for data storage and protection, including personal data administrators

## Description

In the context of growing cyber threats and strict regulatory requirements, proper data storage and protection is becoming a critical priority for public administration. This course provides a comprehensive overview of modern data protection methods, covering both technological aspects and regulatory requirements. Participants will receive practical guidance on implementing effective data protection policies in line with European and national legislation.

The main topics covered in the training are:

- Principles and strategies for long-term data storage;
- Methods for archiving and restoring data;
- Policies and procedures for personal data protection;
- Specific requirements of the Personal Data Protection Act;
- Implementation of cybersecurity measures according to MIS 2;
- Practical aspects of the Cybersecurity Act;
- Risk assessment and planning of protective measures;
- Procedures for security breaches and data loss.

## Expected results

Upon completion of the training, participants will:

- be familiar with modern methods for secure data storage;
- can develop and implement policies for the protection of personal and sensitive data;
- understand and apply the requirements of current legislation in this area;
- are able to identify risks and plan protective measures;
- know how to respond to data security incidents;
- can organize processes for long-term data storage;
- are familiar with best practices for protecting information assets.

**Duration:** 8 academic hours, 1 day **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 100



# ID-5 DATABASE ANALYSIS AND VISUALIZATION

UPDATED

## 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 specialized 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 visualization, building on acquired spreadsheet skills and combining traditional techniques with the capabilities of modern technologies, including artificial intelligence. The course focuses on using software to connect data from different sources, clean, transform, and model data. Participants will acquire skills for transforming complex data sets into understandable visual representations that support informed decision-making.

The main topics covered in the training are:

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

## NOTE:

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

## Expected results

Upon completion of the training, participants will be able to:

- 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 visualization;
- perform advanced analyses to obtain more in-depth information from the data;
- manage workspaces, semantic models, and settings for data protection and management.

**Duration:** 16 training hours, 2 days **Period:**

September - December **Training format:** in-person

**Fee:** BGN 200

# ID-6 POLICIES AND REGULATIONS FOR OPEN DATA AND ACCESS TO PUBLIC INFORMATION

UPDATED

## Target group

Employees in managerial and expert positions in central and local government whose duties include data management, processing, and analysis; commitments related to open data and registers; data sharing; and personal data protection

## Description

The aim of this course is to outline the obligations of the administrations under the Access to Public Information Act, the Open Data Directive, the Data Management Act, and other relevant regulatory documents, as well as to develop the necessary knowledge and practical skills for structuring and sharing data, in particular publishing on the Open Data Portal. The course also reviews the topic of data spaces and the different modes of access to data created in the public sector, and the conditions for this. Good examples and practices, international data sources, and their approach to structuring and presenting data are examined.

The main topics covered in the training are:

- Legal framework for data reuse: open data and other modes of access to data in the public sector;
- Terminology and tools for working with data. Good practices for managing data sets;
- Structuring and organizing data and registers. Tools for data visualization and processing;
- Working with the Open Data Portal, the European Open Data Portal, and other cataloging tools;
- Assessing the quality and impact of open data.

## Expected results

Upon completion of the training, participants will be able to:

- be familiar with the basic terminology and tools for working with data;
- be familiar with the legal framework in the field of open data and the reuse of public sector information, as well as European regulations in the field of data spaces and protected data management, and regulatory scenarios for the use of data for various purposes;
- understand and apply good practices for identifying, prioritizing, processing, linking, anonymizing, pseudonymizing, maintaining, and reporting on data sets;
- be able to structure in an appropriate manner the data sets and registers maintained by their administrations;
- are familiar with the mechanisms for publishing and organizing datasets 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 such as the European Open Data Portal;
- be able to recognize and publish high-quality open data, as well as assess the quality and impact of open data.

**Duration:** 12 academic hours, 4 online hours and 1 day in attendance - 8 academic hours

**Period:** April - August

**Training format:** blended

**Fee:** BGN 150



# ID-7 INTRODUCTION TO ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

NE

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**NOTE:**

If you choose this training to upgrade your competence and complete the training cycle on the topic, **we recommend** that you also take course: **ID-9** "Practical application of AI: creating digital assistants, chatbots, and other applications."

**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**

In the era of digital transformation, artificial intelligence (AI) and machine learning (ML) are establishing themselves as key tools for modernizing processes in the public sector. This course offers basic and technical knowledge about 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 the 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;
- Introduction to programming languages and libraries for machine learning (Python, TensorFlow, scikit-learn);
- Building simple models for prediction and classification;
- Real-world 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 ML;
- recognize appropriate cases for applying AI and ML in their work;
- are familiar with the main ethical issues related to AI;
- be able to analyze data and build simple machine learning models;
- understand the basics of working with libraries such as TensorFlow and scikit-learn;
- be 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:**

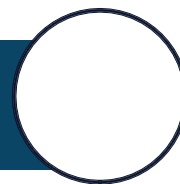
in-person **Fee:** BGN 200



# ID-8 CRITICAL EVALUATION OF TECHNOLOGIES AND CHOICE OF ARCHITECTURE

NE

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## 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 familiarize 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 covered in the training are:

- Fundamentals of artificial intelligence and its significance for the public sector, benefits and risks for government organizations;
- Regulatory frameworks, data protection and privacy, transparency and accountability. Risks;
- Change management and cultural transformation: Preparing the organization to adopt new technologies, training staff, overcoming resistance to change;
- Overview of some applications of artificial intelligence:
  - 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:

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

**Duration:** 8 academic hours, 1 day **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 100



# ID-9 PRACTICAL APPLICATION OF AI: CREATING DIGITAL ASSISTANTS, CHATBOTS, AND OTHER APPLICATIONS

NE

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## NOTE:

If you choose this training to upgrade your competence and complete the training cycle on the topic, we recommend that you also take: **ID-7** "Introduction to Artificial Intelligence and Machine Learning" and **ID-9** "Practical Application of AI: Creating Digital Assistants, chatbots, and other applications."

## Target group

Managers and employees in expert positions from the central and regional administration who are involved in process optimization, improving citizen services, and implementing innovative technologies for interaction.

## 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, focusing 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;
- Working with open source chatbot development tools (Rasa, Botpress);
- Training natural language processing (NLP) models using libraries (spaCy, Hugging Face);
- Integration of chatbots with internal systems and databases via REST API;
- Creating custom NLP models for specific needs, dialogue scenarios, and personalized responses;
- Deployment of open source applications in cloud infrastructure (e.g., Docker, Kubernetes).

## Expected results

Upon completion of the training, participants will:

- understand the basics of building and operating 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;
- be able to analyze and optimize the effectiveness of the implemented applications;
- know how to integrate digital assistants with internal systems.

**Duration:** 16 academic hours, 2 days

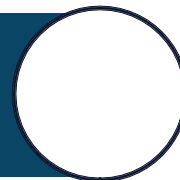
**Period:** April - August **Form of training:**

in-person **Fee:** BGN 200



# ID-10 GEOGRAPHIC INFORMATION SYSTEMS (GIS). USE OF GIS WITH FREE LICENSE (QGIS)

NE



## NOTE:

If you choose this training, we recommend that you first complete the basic e-learning module **ID-12** "Fundamentals of Remote Aerospace Technologies and GIS, High-Value Data Processing."

## Target group

Managers and experts from central and local government who work or plan to work with geographic information systems and have no prior experience in the field.

## Description

Geographic Information Systems (GIS) are a key tool for analyzing, visualizing, 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 main topics covered in the course 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;
- Sharing and exporting data.

## Expected results

Upon completion of the training, participants will:

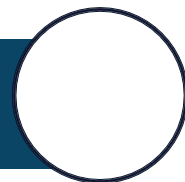
- be familiar with the different types of GIS, their advantages and disadvantages;
- understand the application of GIS in regional development and management;
- be able to collect, enter, and process geometric and attribute data;
- be able to work with vectors, rasters, and text data;
- be able to use the main data portals in Bulgaria and the EU effectively;
- 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:** BGN 200





## **ID-11 Strategic 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 "Infostat" and IS "Monitorstat". 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 harmonized statistics.

## **ID-12 Fundamentals of remote aerospace technologies and GIS, high-value data processing**

The aim of the e-module is to familiarize 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 program, the European Commission's flagship initiative for Earth observation.

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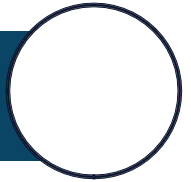
## **ID-13 Ethics and evaluation of AI systems**

This module aims to develop the capacity of public administration employees to ethically assess and responsibly implement artificial intelligence systems. It will examine 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.

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## **ID-14 Legal framework and future technologies in AI and cybersecurity**

The aim of this module is to build a thorough understanding among government officials 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-15 Legal and regulatory framework for data in the context of the EU and OECD**

The module aims to familiarize 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 technology goals will be examined. The legal, economic, and technical challenges that limit the effective use of data will be analyzed, as well as the mechanisms for promoting its wider application in order to make better decisions and provide higher quality public services by public administration.

## **ID-16 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-17 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.

**NE**

## **ID-18 Fundamentals of Machine Learning**

The module 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.





# Program Management and Effectiveness

The Management and Energy Efficiency program is primarily intended for development of the general competencies used to assess the performance of civil servants in the state administration. Most courses in this program are assigned to the program of the Ministry of Internal Affairs of the Republic of Armenia. The program is implemented in the form of a course for civil servants in the state administration.

With the implementation of the measures from the topics with higher effectiveness in conduct, part of the courses in the program will be available for registration from the Ministry of Internal Affairs of the Republic of Armenia.

# 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, to plan and organize 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.

## **Expected results**

Upon completion of the training, 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 training hours, 1.5 days **Period:** April

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

**Fee:** BGN 150



# UM-2 TASK MANAGEMENT. GOOD PRACTICES AND PROCESSES



**Target group** Managers from central and regional administration

## Description

Efficient work is key to achieving strategic goals and implementing the regulatory activities of any administration. However, there are significant differences between task management practices and ensuring efficiency in business and administration. These differences are due both to the conservative regulatory framework and the lack of established standards, as well as to difficulties in transferring good practices from the private sector and non-governmental organizations. This includes a lack of organizational mechanisms and task management tools.

Inefficient work leads to lasting dissatisfaction among employees, loss of public resources, and often—the inability to achieve strategic goals at the national and local levels. That is why the proposed course is of utmost importance, especially in the context of the rapid evolution of theory and tools for task and team management in the private sector.

The training covers the main aspects of the subject area in the context of the current regulatory framework and provides guidance on possible changes. Key topics include defining and planning the project task, formulating the target product, principles of team organization and role allocation (e.g., RACI matrices), risk management, developing a communication plan, as well as basic frameworks and methodologies for managing and prioritizing tasks (Kanban, Scrum, etc.). Task assessment, performance monitoring, and goal cascading are also included.

The practical part of the training focuses on applying the principles learned in a team environment through an assignment prepared by the lecturers. Participants will work with established digital tools for process and task management, shared work, and monitoring.

## Expected results

Upon completion of the training, participants will:

- be familiar with current best practices and basic approaches to task distribution and management in teams;
- be familiar with and use various tools for shared work and shared information management, including in the context of regulatory requirements and requirements for standardization of security, usability, etc.;
- are familiar with various technological options for integration between document management systems, accounting and budgeting systems, human resources systems, and task distribution and management tools;
- can organize 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.

**Duration:** 12 academic hours, 4 academic hours in an electronic learning environment and 8 academic hours - 1 day of classroom training

**Period:** April - August

**Training format:** blended

**Fee:** BGN 150

# 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 of information, services, and work processes

## Description

Digital transformation refers to the integration of information technology into various aspects of an organization, 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 organizational 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.

The main topics covered in the training are:

- 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 digitization of an activity, process, or service of the institution they represent.

## Expected results

Upon completion of the training, 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;
- acquire knowledge and skills for data management and security.

**Duration:** 12 academic hours, 1.5 days **Period:**

September-December **Form of training:** in-person

**Fee:** BGN 150



# 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 in which a positive effect is achieved through the introduction of targeted innovation. Specific resources are allocated for the implementation of the innovation/project. 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 cyberscience.

The main topics covered in the course are:

- Classical theory of design thinking;
- Design thinking 2.0 – added components of 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 of its implementation on people, impact and risk assessment (psychological and cyber risk), other stress factors in the environment, 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 practice and apply skills for balancing people, finances, and capacity, team management skills under stress, and skills for using artificial intelligence technologies.

## **Expected results**

Upon completion of the training, participants will:

- have a deeper understanding of the design thinking process;
- be able to 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 carrying out 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:** BGN 200

# 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. 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 discuss responsibilities when working with personal data, practices for identifying training needs, and the award-winning good practices from the IPA competition "Good Practices in Public Administration."

## Expected results

Upon completion of the training, 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 organization;
- 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 **Form of training:**

classroom-based

**Fee:** 150 BGN



## UM-6 APPROACHES FOR INTEGRATING AND MAINTAINING QUALITY STANDARDS IN THE FIELD OF CYBERSECURITY



### NOTE:

If you choose this training, we recommend that you also take the course

**DK-11** "Methodology for risk assessment and incident management related to information and cybersecurity"

### Target group

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

### Description

In 2024, key changes took place in cybersecurity management. The new Network and Information Security Directive NIS2 was transposed into national legislation. At the same time, the international standard for information security management systems, ISO 27001:2022, is being updated for organizations that have already implemented it. In addition, regulations on cyber resilience, data, and artificial intelligence are imposing a new regulatory framework. It is also important to realize that, in addition to cybersecurity, there are accompanying standards for management systems, such as ISO 9001, ISO 20000-1, ISO 45001, ISO 14001, and ISO 22301, which are established as European and national standards. When we add to these the requirements of the GDPR, as well as the relatively unknown but necessary PCI DSS, the effort to maintain each standard separately becomes significant. This course is designed to introduce participants to an effective strategy for managing several key standards in an integrated approach and teach them how to successfully tackle this task. In addition, the course will prepare them for upcoming changes in the application of standards and the conduct of audits against them.

### Expected outcomes

Upon completion of the training, participants will:

- be familiar with the changes in MIS2 and be informed about the transposition process;
- be aware of the changes in ISO 27001:2022 compared to ISO 27001:2013;
- be familiar with the approach to technical and operational manuals;
- learn which tools to use for successful management and integration of standards;
- be able to plan an analysis, prepare a management plan, and implement controlled integration of the standards.

**Duration:** 16 training hours, 2 days **Period:**

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

**Fee:** BGN 200

# UM-7 APPLICATION OF THE CAF QUALITY MANAGEMENT MODEL IN BULGARIAN ORGANIZATIONS



## Target group

Employees in management and expert positions in central and local government who wish to develop or upgrade their knowledge of the CAF quality model in public administration. The training is suitable for managers and employees who aspire to apply the tool in practice in their organization, as well as for internal teams involved in the implementation of CAF.

## 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 quality management tool developed specifically for public administration by public administration itself. The specialized CAF course focuses mainly on the practical application of the model, with the aim of developing and deepening Bulgarian employees' knowledge and understanding of the CAF quality management model and its beneficial effects. The course presents, analyzes, and discusses the essence and useful role of the model for improving management and work organization in public administration. It examines the practical steps in the process of its application, how to prepare an internal assessment by the team(s) of the specific organization, and an Improvement Plan. The possibility of conducting an external assessment and obtaining the label "Effective CAF User" is explained, provided that the model is applied correctly and to a high standard. The course is entirely practice-oriented and is based on the accumulated experience and good practices of Bulgarian organizations that have applied the CAF model.

## Expected outcomes

Upon completion of the training, 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 Manual in practice when conducting an internal assessment of their organization;
- acquire knowledge about the actual process of applying the model and develop practical skills for its implementation in their organization;
- have information about the possibility of obtaining a certificate for the application of the CAF quality model.

**Duration:** 16 training hours, 2 days **Period:**

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

**Fee:** BGN 200





# ОБУЧЕНИЯ ПО ПОРЪЧКА



За постигане на по-добри резултати и с оглед спецификата на темите, обученията със сигнатури от **УМ-8 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-8 CRISES AND CHANGE MANAGEMENT. STRATEGIC LEADERSHIP AND COPING SKILLS

*(customized training)*



## 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 how we 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 to provide participants with strategies and tactics for dealing with crises that can be applied directly, either individually or at an organizational level, through interactive learning. The main focus is on strategic thinking in crisis situations, leadership in difficult times, experiencing emotions, and behavioral control through personal individual diagnosis.

## 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 coaching strategies to cope with crises and changing conditions;
- know how to avoid unnecessary conflicts.

**Duration:** 16 academic hours, 2 days

**Period:** year-round **Form of training:** in-

person **Fee:** BGN 200

# UM-9 TEAM EFFECTIVENESS

(customized training)



## Target group

Managers and employees in expert positions with analytical and/or control functions from the 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 organizations. 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 comply 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 wrath, or should I keep quiet?" etc.

The main topics covered in the course are:

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

## Expected results

After completing 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 academic hours, 2 days

**Period:** year-round **Form of training:** in-

person **Fee:** BGN 200



# UM-10 SKILLS FOR EFFECTIVE COMMUNICATION

*(customized training)*



## 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 familiarize 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.

## Expected results

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;
- be able to present information in a creative and memorable way, actively engaging their audience.

**Duration:** 16 academic hours, 2 days

**Period:** year-round **Form of training:** in-

person **Fee:** BGN 200

# UM-11 EMOTIONAL INTELLIGENCE

(customized training)



## 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 are able 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.

The main topics covered in the training are:

- The influence of emotions on the formation of our goals, judgments, decisions, and behavior;
- 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;
- 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 to their expectations;
- know how to set more appropriate personal goals, manage time and stress better, and maintain their inner motivation;
- be able to work more effectively with colleagues, partners, stakeholders, and customers;
- know how to deal more effectively with negative emotions and stress in the workplace.

**Duration:** 12 teaching hours, 1.5 days **Period:**

year-round **Form of training:** in-person

**Fee:** BGN 150



# UM-12 STRESS MANAGEMENT - AWARENESS, RECOGNITION, AND COPING WITH PROFESSIONAL BURNOUT SYNDROME

*(customized training)*



**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 continue 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 points in 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 gaming tools.

The main topics covered in the training are:

- 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:

- show better self-reflection on their behavior in stressful situations;
- increase their self-confidence;
- cope more effectively with routine tasks and various challenges;
- apply effective stress management techniques;
- manage their emotions more successfully.

**Duration:** 16 academic hours, 2 days

**Period:** year-round **Form of training:** in-person **Fee:** BGN 200



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

The module is intended for all employees in the administration. The e-module examines how to make the interview objective and valid and how to turn it into an effective tool for employee selection. Attention is paid to the advantages and disadvantages, as well as 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 as of January 1, 2022, administrations now have the option 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 quality management model in public administration**

The self-study module is a general course that aims to familiarize 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 organizations.

Course participants can build on their knowledge and skills by enrolling in the classroom course "Application of the CAF Quality Management Model in Bulgarian Organizations (UM-7).





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Програма  
Публични политики

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# P-1 ANNUAL ADMINISTRATIVE OBJECTIVES AND THEIR RELATIONSHIP TO STRATEGIC DOCUMENTS AND BUDGET FORECASTING



## Target group

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

## Description

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

## 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 for ensuring a link between annual objectives and budget forecasting;
- develop skills for linking goal setting and implementation at the organizational and individual levels.

**Duration:** 12 academic hours, 1.5 days **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 150



# 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 also discussed.

**Expected results** 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 academic hours, 1 day **Period:** April

- August **Form of training:** e-course with lecturer (VKS) **Fee:** BGN 100

## P-3 THE STRATEGIC PLANNING PROCESS – REGULATORY AND STRATEGIC FRAMEWORK



### Target group

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

### Description

The training provides systematic theoretical knowledge on the general rules for developing, adopting, monitoring, reporting, controlling, and evaluating documents from the national strategic framework, in the context of the normative and regulatory framework. Attention is paid to the challenges facing the planning process and the steps taken to address them through regulatory and institutional changes. The principles of strategic planning, internal and external consistency, and hierarchical subordination of national strategic documents are examined. Emphasis is placed on the role of planning based on data and evidence from actual implementation in the process of developing a given strategic document, providing knowledge about the process of applying different approaches to their collection and analysis. The relationship between strategic planning and program budgeting, the annual objectives of administrations, and risk management is examined. The training also covers the process of engaging and working with stakeholders, with a special emphasis on their identification, inclusion, and building partnerships at every stage of the preparation and development of the document.

### 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 – hierarchical interdependence, ensuring a solid analytical basis as a starting point in the process of formulating the strategic vision and goals;
- be familiar with the development cycle;
- be able to ensure the consistency of the document with other strategic documents from the national strategic framework.

**Duration:** 16 teaching hours, 2 days **Period:**

April - August **Form of training:** classroom

**Fee:** BGN 200



## P-4 DEVELOPMENT OF STRATEGIC DOCUMENTS



### Target group

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

### Description

The course examines the process of developing strategic documents, applying methods and techniques for collecting and analyzing data and information, analyzing the internal and external environment, analyzing stakeholders, formulating a vision, scenarios for implementing the vision, formulating strategic objectives, approaches for achieving them, indicators for monitoring implementation, results, and impact on stakeholders. The mechanisms for determining the resources necessary for the implementation of the objectives and measures and for costing the interventions, risk management, monitoring, reporting, evaluation, and control of implementation will be examined. The preparation of the document will be considered in relation to the operational documents for its implementation – an action plan, with an emphasis on practical approaches to ensuring coherence and logical consistency with the strategic document.

### Expected results

Upon completion of the training, participants will:

- be able to develop documents from the national strategic framework;
- 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 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 program budgeting;
- interact with stakeholders in the processes of developing, monitoring, and evaluating national strategic documents.

**Duration:** 16 academic hours, 2 days

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

in-person **Fee:** BGN 200

# P-5 MONITORING AND EVALUATION OF STRATEGIC DOCUMENTS



## Target group

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

## Description

In this training, participants will learn about key concepts, tools, and good practices to ensure the successful implementation, monitoring, and evaluation of national strategic framework documents. The individual elements of the systematic process of collecting, processing, and analyzing data and information on the implementation of the strategic document will be examined. 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 the implementation of national strategies, 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.

## 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 changes in the strategic vision at an early stage;
- use evaluation as a tool for decision-making and improving the effectiveness of the strategic planning process and implementation of the national strategic framework documents;
- have theoretical and practical knowledge for developing a mechanism for monitoring, reporting, controlling, and evaluating documents from the national strategic framework.

**Duration:** 16 academic hours, 2 days

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

classroom-based **Fee:** BGN 200



# P-6 INTERNAL CONTROL



## Target group

Employees in management positions and employees with specific powers in the field of control

## Description

The course aims to improve the competencies of persons responsible for structuring and maintaining internal control in public organizations. The course will discuss current issues related to the application of the Financial Management and Control Act in the public sector and the Internal Audit Act in the public sector. The requirements for structuring an internal audit unit and audit committee, their functions, powers, and benefits for public organizations will be explained. 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. The course will assist participants in setting organizational goals and organizing key processes and activities through the lens of COSO 2013, the Public Sector Financial Management and Control Act (PSFMCA), and the Public Sector Internal Audit Act (PSIAA).

## Expected results

Upon completion of the training, participants will:

- be familiar with the policies, procedures, and requirements for establishing and maintaining internal control in public organizations;
- understand the benefits of internal audit and the audit committee;
- know how to apply the legislation and methodology for financial management and control in the public sector;
- be able to perform a self-assessment of the Financial Management and Control System (FMC).

**Duration:** 16 teaching hours, 2 days **Period:**

September - December **Form of training:**

classroom-based

**Fee:** BGN 200

# P-7 ACCESS TO PUBLIC INFORMATION



## Target group

Employees from the central and regional administration who are responsible for providing access to public information, as well as employees appointed 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 the 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 provide the necessary knowledge and practical skills for working on providing access to public information and public sector information for reuse. During the training, the legal framework, the concept of public information, and its types will be discussed. Participants will learn about the entities subject to the Access to Public Information Act, the procedure for providing access to public information, and the reuse of public sector information. The submission and review of requests for access to public information, including through the Public Information Access Platform, will be covered. The course explains the permissible restrictions on the right of access to public information and the reuse of public sector information, as well as the types of protected information – personal data, classified information, and others. The legal framework and practical steps for organizing personal data protection are presented.

## 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 for 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 academic hours, 1.5 days **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 150



## P-8 PERFORMING FUNCTIONAL ANALYSIS



### Target group

Managers and employees in expert positions in the central and territorial administration whose duties include developing, implementing, monitoring, and evaluating policies or analyzing and improving the structure and organization of work in the administration

### Description

Functional analysis is a tool for optimizing 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 organizations, digitization of public administration, reduction of internal bureaucracy, stronger focus on results and achievement of goals, etc. This course aims to improve the knowledge and skills of employees related to the analysis and evaluation of policy implementation or the organization and activities of administrative structures. The training emphasizes the use of functional analysis as the main method for developing changes to existing or new organizational 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.

### Expected results

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 organizational rules and determining the structure of municipal administrations;

**Duration:** 12 teaching hours, 1.5 days **Period:**

April - August **Form of training:** classroom-based

**Fee:** BGN 150



## 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 on the most up-to-date and cutting-edge 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 fulfill, including issues of sustainability and ESG (Environmental, Social, and Governance).

The main topics covered in the training are:

- Motives, strategic objectives, and principles of the Organization for Economic Cooperation and Development (OECD) Guidelines in PPPs;
- Presentation of the Public Enterprises Act 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 programs of public enterprises;
- Accountability and control of public enterprises;
- Methodology for evaluating the implementation of approved business programs 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 ZLPSION.

## 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 OECD requirements for good governance and business integrity.

**Duration:** 12 academic hours, 1.5 days **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 150





## P-10 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, such as critical thinking and problem solving, cooperation and stakeholder engagement, and communication skills, will be discussed. Practical examples and best practices for forecasting will be discussed.

## P-11 Strategies and policies for countering risks in public administration

The e-module is intended for all employees in the administration. The training covers the possible types of response to identified risks, filling in a risk register, organizing risk management in the administration, risk management strategy, and self-assessment of the risk management system.

## P-12 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-13 Partnership for Open Government

The aim of the module is to familiarize participants with Bulgaria's participation in the Open Government Partnership initiative; 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-14 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-15 Standards for environmental organization**

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 familiarize 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.

## **P-16 Smart cities - digital solutions and sustainable policies**

The smart city is a concept that concerns both managerial and technological approaches to urban development. The IPA e-module is aimed at civil servants who are interested in the relationship between new technologies and urban development. During the module, participants will learn about the conceptual foundations of the "smart city," the role of technology, data, and data analysis in building a sustainable urban environment. The module examines the relationship between the need for innovative approaches and the implementation of long-term development and management policies to improve quality of life.





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## Програма Регулаторна политика

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Програмата е изградена от обученията, които са насочени към повишаване на знанията и уменията на служителите в администрацията, свързани с регулаторната политика като цяло и по отношение на нейни отделни елементи. В програмата са включени теми, насочени към извършването на предварителна и последваща оценка на въздействието на нормативните актове, провеждането на обществени консултации, включително други форми на гражданска ангажираност, обработка и работа с данни, прилагане на различни методи за анализ на въздействията и използване на конкретни типове изследвания – всички подпомагащи вземането на добри управленски решения и изработване на качествени нормативни актове. Обученията са съгласувани помежду си и представят едновременно нормативна рамка, административна практика, конкретни методи, изследвания и технологични решения.

# RP-1 PRELIMINARY ASSESSMENT OF THE IMPACT OF REGULATORY ACTS (PART 1)



## Target group

Managers and employees in expert positions in the central and territorial administration who participate in the formulation and implementation of policies, as well as in the drafting of regulatory 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 the social, economic, environmental, and other effects of their implementation.

## 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 it with the administration of the Council of Ministers;
- know how to identify problems in public relations that need to be solved; how to set goals to be achieved; how to formulate different options for action; how to analyze their impacts and choose the most appropriate option;
- be able to examine the effects of different courses of action in terms of their costs, benefits, and risks;
- 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](http://www.strategy.bg).

**Duration:** 16 teaching hours, 2 days **Period:**

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

**Fee:** BGN 200



# 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 normative acts" (part 1)** and we recommend that employees take both courses in the appropriate sequence.

Employees who have successfully completed IPA training on "Conducting a preliminary assessment of the impact of legislative acts" in 2020, 2021, 2022, 2023, and 2024 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 "Impact assessment on small and medium-sized enterprises" and on competition assessment as part of the economic impact analysis. The course incorporates practical issues and methods of application of the relevant methods.

## Expected results

Upon completion of the training, participants will:

- be familiar with the main methods for analyzing 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 of 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:**

classroom-based

**Fee:** BGN 200

# RP-3 PERFORMING A FOLLOW-UP ASSESSMENT OF THE IMPACT OF REGULATORY 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 administrative staff in order to professionally verify the consistency between the objectives set out in the drafting of legislative acts and the results achieved from their implementation. The training covers the main stages of ex-post impact assessment of legislative acts, including determining the scope and structure of the assessment, identifying stakeholders, collecting and analyzing data, and assessing impacts. In addition, participants will have the opportunity to work on specific case studies and discuss key methods of analysis.

## 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 through its implementation;
- know how to plan and organize the implementation of ex-post impact assessment in accordance with the main stages of this process;
- know and can 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:** BGN 200



# RP-4 PUBLIC CONSULTATIONS AND CIVIL PARTICIPATION



**Target group** Managers and experts from central and local government

## **Description**

The course presents the approaches and standards for conducting public consultations in accordance with current legislation, as well as the principles and forms of civic participation. The training presents the "Standards for Conducting Public Consultations" approved by the Council for Administrative Reform, focusing on the principles, regulatory requirements, and organization of the relevant procedures. The following are examined the conduct of consultations when carrying out preliminary and subsequent impact assessments of legislative acts, prior to the submission of a draft legislative act for adoption by the Council of Ministers, the participation of interested parties in the procedure for issuing a general administrative act, and consultations conducted in connection with the environmental assessment of plans and programs.

The training also covers the principles of civic participation and the forms of interaction between the administration and civil society in management decision-making. From the idea of civic engagement to its implementation, the course will present innovative tools for attracting civic engagement (crowdsourcing) and civic IT support (civic hacking), including those occurring in a digital environment. Examples will be used to reveal successful practices of cooperation and the methods and approaches used to implement them.

## **Expected results**

Upon completion of the training, participants will:

- be familiar with the principles, regulatory requirements, and organization of public consultations;
- be familiar with the procedures for conducting four specific types of public consultations;
- understand the role of civic participation and its contribution to the decision-making process;
- have the skills to apply the tools for conducting public consultations;
- be familiar with innovative ways to encourage civic engagement.

**Duration:** 16 academic hours, 2 days **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 200

# RP-5 PRACTICAL REGULATION



## 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

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 program of the Council of Ministers, the 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.

## Expected outcomes

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 academic hours, 2 days

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

in-person **Fee:** BGN 200



## RP-6 ADMINISTRATIVE SERVICES – PROVISION OF SERVICES FROM THE PERSPECTIVE 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 centers; back office and inspectorate employees performing checks on the provision of administrative services

### Description

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

### Expected results

Upon completion of the training, participants will:

- be familiar with the requirements for the organization 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;
- be familiar with the principles for providing administrative services of the "episodes of life" type.

**Duration:** 16 academic hours, 2 days

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

in-person **Fee:** BGN 200

# RP-7 ADMINISTRATIVE SERVICES FOR PEOPLE WITH DISABILITIES



## Target group

Employees in management positions who are responsible for organizing the processes of providing administrative services. Employees in expert positions from centers and units for administrative services

## Description

The course was created in connection with Article 3, paragraph 3 of the Ordinance on Administrative Services, which stipulates that "Training for employees of the administrative services unit must include specialized 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 the regulatory framework. 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.

## 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 about 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 of e-modules for self-study and 8 teaching hours - 1 day of classroom training

**Period:** September - December

**Form of training:** in-person

**Fee:** BGN 200



# RP-8 EXPERIMENTAL LEGISLATION AND REGULATORY LABORATORIES IN EU AND MEMBER STATE LAW AND PRACTICE

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## Target group

Managers and experts from central and local government who are involved in formulating, implementing, monitoring, and evaluating policies and/or whose duties include drafting legislation.

## Description

Experimental approaches in contemporary legislative policy are becoming the legislative standard within the EU. The training aims to present key characteristics of experimental legislation and regulatory laboratories as an adaptive approach to national and local legislative policy. The course syllabus includes basic provisions related to the essence, 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.

## 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 analyze good practices and innovative regulatory solutions in Member States;
- be able to assess the procedural legitimacy and effectiveness of experimental regulatory environments;
- be able to plan and integrate experimental approaches with traditional regulatory instruments such as regulatory impact assessment and stakeholder participation.

**Duration:** 8 academic hours, 1 day **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 100



## **RP-9 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 Organization 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-10 Methods for collaborative work with stakeholders**

The module is intended for all employees in the administration and aims to familiarize 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 stakeholders in the issue? How can we organize impactful events that allow for a variety of opinions and ideas to be heard, but also achieve concrete results? Which methods are appropriate for conducting public consultations, discussions, and debates?





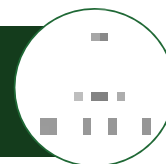
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## Програма Етика и интегритет в държавната служба

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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, добри практики в областта на прозрачността и спазването на високи етични стандарти в работата на служителите в администрацията.

# EI-1 PREVENTION AND COUNTERACTION OF CORRUPTION IN THE STATE 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, as well as anti-corruption policies and practices at national and international level. Trainees will be familiarized 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 the mechanisms for countering corrupt behavior. The training will present the current directives and regulations limiting corruption at the international level, including the whistleblower mechanism for the protection of those who report corruption. Participants will be familiarized with ethical standards as a tool for establishing a positive public image of the administration in society, for limiting and preventing corruption, and for ensuring 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 the national and international levels.

The aim of the training is to support the development of individual and institutional ethics among civil servants, to instill in them specific habits for anti-corruption resilience. Capacity will be built for analyzing and applying the regulatory framework for combating corruption. The role of prevention as a vital mechanism for combating corruption will be presented.

**Expected results** Upon completion of the training, participants will:

- be familiar with the legislation of the Republic of Bulgaria on combating corruption and international experience in the fight against corruption;
- be familiar with contemporary European standards for preventing and combating corruption, applicable in Bulgaria;
- be 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 behavior of employees and with the executive authorities;
- be able to independently detect corrupt behavior by state administration employees.

**Duration:** 16 teaching hours, 2 days **Period:**

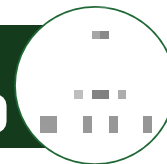
April - August **Form of training:** in-person

**Fee:** BGN 200



# EI-2 PREVENTION AND DETECTION OF CONFLICTS OF INTEREST

UPDATED



## 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 to counteract conflicts of interest in the performance of official duties. The course covers the basic concepts related to conflicts of interest, their nature, specificity, 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 the training participants through the prism of good practices and the regulatory framework.

## Expected outcomes

Upon completion of the training, participants will:

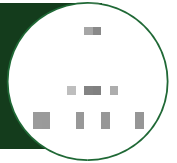
- be familiar with the main provisions of the legal framework governing conflicts of interest;
- develop practical skills for the lawful application of various methods for preventing conflicts of interest;
- be familiar with the most common cases of conflicts of interest and declarations that are legally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

**Duration:** 8 academic hours, 1 day **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 100

# EI-3 INTEGRITY, IDENTITY, PERSONALITY. ORGANIZATIONAL ENVIRONMENT AND RESEARCH METHODS



**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. 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 behavior, as well as providing guidance on ensuring better integrity and ethical behavior within the organization.

**Expected results** Upon completion of the training, participants will:

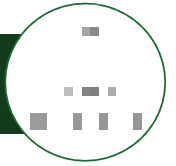
- understand the deeper meaning and consequences of ethics, integrity, and morality with insights from psychology based on personality typology, presented in the form of case studies and role-playing games;
- learn valuable lessons and strategies to improve the culture, integrity, and ethics of employees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

**Duration:** 16 academic hours, 2 days

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

in-person **Fee:** BGN 200





## **EI-4 Bribery of foreign public officials and reporting suspected crimes**

The aim of the module is to familiarize participants with the current legal framework for combating bribery of foreign public officials, the specifics of the crime of bribery of foreign public officials, 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-5 Code of Conduct for Employees – Functions and Key Points**

The module is intended for all employees in the administration. The e-module aims to familiarize 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.



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## Програма Правоприлагане

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Предназначението на курсовете в тази програма е да допринесат за повишаването на професионалната компетентност на служителите от централната и териториалната администрация, които участват в процесите на разработване и прилагане на различни нормативни актове. В своята работа държавните служители често срещат проблеми, свързани с тълкуването и практическото прилагане на правни разпоредби. Затова тези курсове са изцяло с практическа насоченост – техен акцент е анализирането на новостите в съответното законодателство и обсъждането на практически проблеми и съдебна практика, свързани с неговото прилагане. Програмата включва разглеждането на въпроси на практиката по тълкуването и прилагането на важни за администрацията закони като АПК, ЗАНН, ЗОП, ЗУТ, новия Закон за защита на лицата, подаващи сигнали или публично оповестяващи информация за нарушения (ЗЗЛПСПОИН), а така също и въпроси, свързани с тълкуването и прилагането на Правото на ЕС.

# PR-1 APPLICATION OF THE ADMINISTRATIVE PROCEDURAL



## Target group

Managers and employees in expert positions in legal departments, legal advisors providing procedural representation, employees with legal education in the state administration with an interest in the subject matter.

## Description

This course examines the Administrative Procedure Code and the basic principles of administrative procedure. It presents the main procedures for issuing administrative acts and challenging them through administrative and judicial channels. All stages of the administrative process are covered – issuance, control, and enforcement of administrative acts. The aim of the course is to understand the application of the principles and norms of administrative procedure in the context of the vision of European democratic and legal systems, as well as the mission of modern administration, which works for the benefit of citizens, society, and the economy. The training is practice-oriented and includes case studies.

## Expected results

Upon completion of the training, participants will:

- be familiar with the systematics and logic of administrative and judicial proceedings regulated by the Administrative Procedure Code;
- develop their skills in the correct application of its provisions in the process of issuing and executing administrative acts and will increase efficiency in the process of drafting administrative acts;
- be familiar with the enforcement of administrative acts and court decisions, as well as the procedure for establishing administrative violations and imposing administrative penalties under the Administrative Procedure Code;
- contribute to ensuring a high level of service and trust in relations with citizens and organizations.

**Duration:** 16 academic hours, 2 days

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

in-person **Fee:** BGN 200

## PR-2 APPLICATION OF THE ADMINISTRATIVE PROCEDURAL CODE *(for non-lawyers)*



### Target group

Managers and employees in expert positions, without legal education, with a professional interest in the subject matter

### Description

Procedural administrative law plays a significant role in the lawful exercise of state governance. That is why the course focuses on the conditions, norms, and 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 by 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 and includes case studies.

### Expected results

Upon completion of the training, participants will:

- be familiar with the Administrative Procedure Code and develop skills for the correct application of its provisions in the process of issuing and executing administrative acts;
- understand the basic principles of administrative act issuance procedures and develop skills for applying them as an important aspect of good governance;
- be familiar with the procedural requirements for the lawful issuance of administrative acts;
- be familiar with the consequences of issuing unlawful administrative acts, unjustified actions, and omissions by the administration;
- be more familiar with case law on the lawful development of proceedings for the issuance of administrative acts.

**Duration:** 16 teaching hours, 2 days **Period:**

September - December **Form of training:**

classroom-based

**Fee:** BGN 200



## PR-3 PRACTICAL PROBLEMS OF ADMINISTRATIVE VIOLATIONS AND PENALTIES (for lawyers)



### Target group

Employees in managerial and expert positions in legal departments, legal advisors 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 violations and penalties. It analyzes the phases and stages of the administrative penalty process and the relevant case law. Good practices for achieving the legal objectives of administrative punishment are discussed. Emphasis is placed on modernizing the regulation of some traditionally existing institutions in the field of administrative punishment, as well as on introducing the institution of agreement into the general administrative punishment law. The training also covers certain special administrative penalty provisions and their relationship to the general administrative penalty law. The training is practice-oriented and includes practical exercises to reinforce the knowledge and skills acquired during the course.

### Expected outcomes

Upon completion of the training, participants will:

- have a deeper understanding of the proceedings for establishing administrative violations and the proceedings before the administrative penalty authority;
- be familiar with current court practice in relation to administrative violations 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 academic hours, 2 days

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

in-person **Fee:** BGN 200

# PR-4 PRACTICAL PROBLEMS OF ADMINISTRATIVE VIOLATIONS 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

## Description

This course covers the main provisions concerning administrative violations and penalties. Participants learn about the procedure for establishing administrative violations 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 to reinforce the knowledge and skills acquired during the course.

## Expected results

Upon completion of the training, participants will:

- understand the main provisions regarding administrative violations 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 violations 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 **Period:**  
September - December **Form of training:** in-  
person  
**Fee:** BGN 200



## PR-5 ISSUANCE, CONTROL AND EXECUTION OF INDIVIDUAL ADMINISTRATIVE ACTS ON LAND USE



### Target group

Employees in managerial and expert positions in the central and territorial administration with functions related to spatial planning, experts in the National Construction Control Directorate and its territorial structures

### Description

The course aims to improve the qualifications of officials and authorities with powers under the Spatial Development Act in the exercise of their duties, so that they can meet the specific requirements imposed by administrative and judicial practice. The training includes building and developing knowledge of the basic concepts of spatial planning, the main acts on spatial planning, their classification, and the criteria for their differentiation. The procedures for approving and amending spatial plans, the processes of investment design and the issuance of building permits are examined. Attention is paid to the powers of the authorities to identify illegal constructions and their removal. The course also covers the means of protecting citizens and organizations against acts of spatial planning, their implementation, and control over their implementation. The training also includes a practical part—real practical problems in the form of case studies—and is enriched with current case law.

### Expected outcomes

Upon completion of the training, participants will:

- be familiar with the specific requirements of the Spatial Development Act and the subordinate legislation implementing it in the process of issuing and executing administrative acts on spatial planning;
- have a better understanding of the powers of administrative bodies in the procedures for issuing, controlling, and implementing administrative acts related to spatial planning;
- acquire solid knowledge of the rights and obligations of participants in proceedings under the Spatial Development Act;
- be familiar with the methods of enforcement of administrative acts on spatial planning;
- be familiar with the methods for protecting interested parties against administrative acts on spatial planning and against actions for their implementation.

**Duration:** 8 academic hours, 1 day **Period:**

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

**Fee:** BGN 100

## PR-6 CASE LAW ON THE APPLICATION OF THE PUBLIC PROCUREMENT ACT (advanced course)



### Target group

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

### Description

Unlike many other courses on public procurement law, this one focuses entirely on issues arising from case law – from the Court of Justice of the European Union and 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 of the Court of Justice of the European Union is used to analyze 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 analyzes the latest amendments and additions to the Public Procurement Act. The training is entirely practice-oriented and aims to deepen knowledge and skills in applying the law in the public procurement process.

### 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;
- be 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:** in-person

**Fee:** BGN 100



## PR-7 APPLICATION OF THE LAW ON THE PROTECTION OF PERSONS SUBMITTING SIGNALS OR PUBLICLY DISCLOSING INFORMATION ABOUT VIOLATIONS (ZZLPSPÖIN)



### Target group

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

### Description

The training aims to improve understanding of the scope of application of the ZZLPSPÖIN. The course will clarify the conceptual framework of the new law, in particular concepts such as: whistleblower/affected person; public interest; work context; persons related to the whistleblower; retaliation; obligated entities; employees responsible for handling reports; competent authorities, etc. The requirements for the establishment of internal channels will be explained, as well as the functioning of the Channel for external reporting to the Commission for Personal Data Protection, in its capacity as a central authority. Practical advice and guidance will be provided on the creation and maintenance of the register under Article 18(2) of the ZZLPSPÖIN, as well as explanations on the application of Regulation No. 1 of July 27, 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 Personal Data Protection Commission. An essential element of the training is the confidentiality measures when considering reports, as well as the measures to support persons entitled to protection under this law.

### 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 ZZLPSPÖIN as a legal instrument for counteracting violations affecting the public interest;
- apply the methodological guidelines of the CPDP on the application of the ZZLPSPÖIN.

**Duration:** 12 teaching hours, 1.5 days **Period:**

year-round **Form of training:** in-person

**Fee:** BGN 150

## 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 developing or updating their knowledge on the subject in view of its practical importance for the fulfillment 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 (including non-lawyers) who want to understand the uniqueness of EU law and its impact on the national law of Member States and the work of the state administration.

### Description

The course aims to develop the knowledge, skills, and understanding of Bulgarian officials regarding the specifics of EU law and its impact on national law. The course examines and analyzes key issues concerning: the nature and uniqueness of the EU legal system, the main sources of EU law, the specific legislative process in the EU, the principles of EU law implementation in Member States (with an analysis of the case law of the Court of Justice of the EU), and the responsibility and work of the Bulgarian administration for the introduction and implementation of EU law in Bulgaria.

### Expected results

Upon completion of the training, participants will:

- have a better understanding of the specifics of the EU legal system and legislative process;
- be familiar with the nature and significance of the different types of EU acts with a view to developing their skills in interpreting and correctly applying them;
- enrich their knowledge and skills regarding the process of introducing and applying EU law in Bulgaria;
- deepen their understanding of the responsibility and role of the Bulgarian administration in fulfilling the Republic of Bulgaria's key commitments arising from EU membership.

**Duration:** 16 teaching hours, 2 days **Period:**

September - December **Form of training:**

classroom-based

**Fee:** BGN 200



## PR-9 COURT OF JUSTICE OF THE EUROPEAN UNION AND KEY PROCEEDINGS BEFORE IT



**Target group** Employees in management and expert positions (including lawyers, legal advisors, non-lawyers) from the central and regional administration

**Description** The course aims to develop Bulgarian officials' knowledge and understanding of the important role of the Court of Justice of the European Union and its practice in interpreting and applying EU law. The course covers issues related to the characteristics of the Court and the EU judicial system, the jurisdiction of the Court of Justice of the EU, the nature of preliminary rulings and infringement proceedings under Articles 258-260 TFEU as key proceedings before the Court of Justice of the EU. Special attention is paid to the issue of preliminary rulings from national courts to the Court of Justice of the EU and to the accumulated Bulgarian case law in this area (with an analysis of Bulgarian acts on preliminary rulings and interpretative decisions of the Court of Justice of the EU on such rulings).

**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;
- be familiar with the key proceedings related to the interpretative and adjudicative powers of the Court of Justice of the European Union – preliminary ruling proceedings and infringement proceedings under Articles 258-260 TFEU;
- understand the responsibility of the Bulgarian administration in knowing the case law of the Court of Justice of the European Union and the role of the aforementioned proceedings.

**Duration:** 12 academic hours, 1.5 days **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 150

## PR-10 LEGAL REGIME OF ELECTRONIC GOVERNANCE



**Target group** Managers and experts from central and regional administration

**Description** The implementation and use of information technologies by public authorities is often referred to as e-government and the related term e-administration. The rapid development of information and communication technologies (ICT), their penetration into all spheres of public life, and their advantages make it impossible to isolate them from the processes related to public administration. The state organization is entering a new phase of transition through ICT. The development of e-government is a priority at both European and national level. Particularly noticeable at international level is the trend towards placing electronic administrative procedures at the centre of regulatory efforts in the field of e-government with a view to streamlining the way the administration works. This, in turn, means structural and procedural changes, which in a state governed by the rule of law are determined by legal regulation. Knowledge of the latter is key to understanding the action of the state in an electronic environment.

**Expected results**

Upon completion of the training, participants will:

- be familiar with the legal framework in the field of e-government and e-administration;
- be familiar with the strategic objectives in the field of e-government and e-administration;
- understand the principles of e-government laid down in the regulatory framework;
- have knowledge of working with electronic documents from administrative bodies – the processing of documents by administrations is carried out in accordance with a number of rules and is referred to as "internal document flow";
- 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;
- have knowledge of the exchange of electronic documents between administrative bodies, also referred to as "document flow."

**Duration:** 12 teaching hours, 1.5 days **Period:**

April - August **Form of training:** classroom-based

**Fee:** BGN 150





## **PR-11 Organization of document flow in public administration**

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 organization 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-12 Forecasting needs and planning public procurement**

The module aims to familiarize trainees with demand forecasting and procurement planning as part of the public procurement life cycle (PP), to present basic rules and common mistakes in forecasting needs and planning PP, as well as to present methods and techniques used in forecasting needs and planning PP.

## **PR-13 Legal framework for personal data protection**

The module is intended for all employees in the administration and aims to familiarize 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-14 Evidential value of electronic documents**

The module aims to familiarize civil servants with the provisions of ICT law in national and European legislation, which regulate legal statuses and substantive rights, but above all describe the procedures for working in an electronic environment. The module examines the various aspects of the evidential value of electronic documents.



## **PR-15 Working with the Centralized 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 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 in the training participants. Each topic is accompanied by brief instructions on the key points of the specific lecture.

**NEW**

## **PR-16 Law on the Introduction of the Euro in the Republic of Bulgaria**

The training aims to familiarize 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.



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## Програма Дигитална компетентност

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Съдържанието на включените в програмата курсове е съобразено, както с основните области в Европейската рамка за дигитална компетентност (DigiComp 2.1.), така 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. 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, 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.



**Target group** Employees who need systematic basic knowledge of working with spreadsheets

**Description** This course covers the basic operations involved in developing and formatting spreadsheets, as well as applying simple mathematical and logical formulas. Spreadsheet applications are used for quick and accurate calculations and data formatting. The potential of spreadsheets is practically unlimited—they are used for financial documents, reports, invoices, processing information from studies, statistical analyses, and income and expense calculations. Spreadsheets are also used as a universal tool for summarizing data, the simplest way being to present it in charts.

**Expected results** Upon completion of the training, participants will:

- know how to use software applications for working with spreadsheets;
- be able to create worksheets as part of a document, delete and rename worksheets;
- be able to format spreadsheets, edit rows and columns;
- be able to use the most commonly used functions and create mathematical and logical formulas;
- know how to format numerical and text content in spreadsheets;
- have the skills to make additional adjustments to the pages in the document's worksheets, to check the spelling, and to finally print the document.

**Duration:** 10 teaching hours, within 2 weeks

**Period:** April - August **Form of training:** e-course with a lecturer **Fee:** BGN 125





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

**Prerequisites** Course participants should have basic skills in:

- creating new workbooks, selecting cell ranges, working with worksheets;
- creating formulas for calculation 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.

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

**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, filter and sort data;
- know how to apply spreadsheet protection options.

**Duration:** 10 teaching hours, over a period of 2 weeks

**Period:** September - December

**Training format:** e-course with a lecturer

**Fee:** BGN 125



**Target group** Employees in management 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 administration employees by acquiring key knowledge and skills related to information and media in a digital environment, ways to analyze 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 behavior and communication in a digital environment.

**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:** 10 academic hours, over a period of 2 weeks

**Period:** April - August **Form of training:** e-course with a lecturer **Fee:** BGN 125



# DK-4 INTRODUCTION TO DIGITAL RIGHTS



## Target group

Employees in managerial and expert positions in central and regional administration

## Description

The fulfilment of modern man increasingly depends on knowledge of digital technologies for communication, work and management, education and training, culture and entertainment. Proficiency in digital technologies is less and less a matter of personal choice and more and more a part of the basic knowledge and skills necessary for the normal functioning of society in the digital age.

The aim of this course is to broaden the knowledge of administration staff on communication rights, focusing on key issues related to the protection of personal data and privacy, intellectual property rights, cybersecurity, and hybrid threats. Special attention is paid to specific community standards for social networks.

*The course continues with an examination of the issues of freedom of expression and access to information, which were introduced in course **DK-3**, "Information and Media Literacy."*

## Expected results

Upon completion of the training, participants will:

- have knowledge of so-called digital rights;
- be aware of the risks associated with sharing personal data and interference in citizens' private lives;
- be able to navigate the rules of Facebook and Twitter (X) that allow for the management of personal information;
- be able to distinguish between different intellectual property rights and will be familiar with the main provisions of their legal regulation in the EU and Bulgaria, as well as the importance of the culture of sharing, open knowledge, and open culture;
- be familiar with the EU concept of hybrid threats and cybersecurity requirements.

**Duration:** 12 teaching hours over a period of 2 weeks

**Period:** September - December

**Form of training:** e-course with a lecturer

**Fee:** BGN 150

# DK-5 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, programs, etc.

The aim of this course is to develop skills in using Google and MS Office 365 tools for joint preparation and coordination of various documents in Word and Excel through synchronous or asynchronous communication. Applying these skills contributes significantly to the optimal use of resources and increased employee productivity.

**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 digital environment;
- know how to use the capabilities of digital technologies to optimize 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 lecturer **Fee:** BGN 125





## Target group

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

## Description

This fully electronic, instructor-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 is dedicated to the potential of PowerPoint 2021 as one of the most popular tools for visualizing ideas and using it for 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 want to upgrade their skills in working with PowerPoint 2021 presentation software.

## 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 goals;
- be able to visualize diverse statistical information in tabular and graphical form and present various processes and algorithms using organizational charts;
- be able to illustrate the main characteristics of specific products and services through various types of media (text, graphics, animation, audio, video, and others) and integrate these types of media into a common product;
- be familiar with the capabilities of different types of cloud technologies for publishing developed authoring 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:** BGN 125

# DK-7 PROMOTING THE ACTIVITIES OF PUBLIC INSTITUTIONS SOCIAL MEDIA



## NOTE:

It is recommended that participants complete the e-learning module before enrolling in the course.

**DK-17** "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 the ways in which they can be used to promote the activities of the administration. Both good and bad practices will be discussed, and various methods 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.

## Expected results

Upon completion of the training, participants will:

- can use social networks to promote the activities of their administration;
- are 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 academic hours, 4 academic hours in an electronic learning environment and 8 academic hours (1 day) of classroom training

**Period:** April - August

**Form of training:** blended

**Fee:** BGN 150



# DK-8 DIGITAL TOOLS FOR LEADERSHIP PRESENCE AND SOCIAL INFLUENCE

NE



## Target group

Managers and employees in expert positions in central and local government whose duties include preparing and conducting public discussions, consultations, and stakeholder engagement, making key decisions, and leadership

## Description

Nowadays, leadership positions and expert roles require people who have strong leadership qualities, who are people-oriented, communicate well both in real and virtual environments, and have positioning and social influence. This topic is extremely relevant and puts at stake the long-term and sustainable success of public figures, young leaders, experts, and managers at all levels. Online communication skills will increasingly be crucial for all people in leadership positions. This course examines dialogue and, in particular, digital presence as a powerful tool for bringing about change at the personal level, but also within organizations. It explores approaches through which managers can position themselves, build an understanding of digital leadership and social influence, and select the right messages and channels for better communication with various stakeholders, internal and external audiences.

The main topics covered in the training are:

- Basic principles of participation;
- Levels of engagement in a digital environment – informing, consulting, involving, collaborating, joint decision-making;
- Culture of using digital space, channels, and messages;
- Elements and prerequisites for effective and engaging messages, content, and social topics;
- Methods for handling and conducting online dialogue;
- Practical case studies and examples.

The training is highly interactive and tailored to each group's specific issues and case studies, giving participants the opportunity to apply what they have learned in practice and receive feedback. The collaborative innovation approach, also known as "participatory leadership," is widely used in European Union institutions and in the public administrations of member states, both to improve internal efficiency and in their work with citizens and other stakeholders. It is also successfully applied to building digital presence and leadership in the digital environment for successful positioning.

## Expected results

Upon completion of the training, participants will:

- be familiar with the tools and basic principles for presence in a digital environment;
- be able to work towards achieving sustainable positioning and communication success.

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

**Period:** September - December

**Training format:** blended

**Fee:** BGN 150

# DK-9 COUNTERING DISINFORMATION



**Target group** Employees in managerial and expert positions in central and regional 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 rumors, 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. Behavior in specific situations will also be analyzed.

**Expected outcomes**

Upon completion of the training, participants will:

- become familiar with the nature of disinformation, propaganda, hybrid threats, and fake news as risks that threaten informed decision-making;
- become familiar with the importance of countering disinformation, both for public health and public order, as well as for the state of democracy and the protection of citizens' rights;
- be familiar with the European approach to countering disinformation, the role of the various institutions, and the measures they are taking;
- be aware of their rights and obligations as participants in modern digital communications, to counter disinformation and their responsibility to prevent disinformation when creating and sharing content;
- be aware of the risks involved in using and disseminating content, in particular the role of platforms, and the EU's legislative efforts to reduce online disinformation;
- gain a deeper understanding of the sanctions mechanism applied by the European Union in response to the destabilisation of the situation in Ukraine, requiring restrictions on propaganda media within the territory of EU countries;
- Discuss the idea of a law against fake news, forms and ways to provide citizens with more complete, high-quality and adequate information.

**Duration:** 12 academic hours over 2 weeks

**Period:** April - August **Form of training:** e-course with a lecturer **Fee:** BGN 150



# DK-10 INTRODUCTION TO INFORMATION AND CYBERSECURITY *(for non-IT experts)*



## NOTE:

If you choose this training, **we recommend** that you also choose and complete **DK-11 Methodology for risk assessment and incident management related to information and cybersecurity**

## Target group

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

## Description

Over the past 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 familiarize 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 emphasizes technical threats and those specifically designed to target people—social engineering and disinformation—with a focus on cybersecurity.

Basic information and cybersecurity literacy 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 completion of this course, participants will be more cyber secure for themselves, their organization, and their family.

## Expected outcomes

After completing the training, participants will:

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

**Duration:** 8 academic hours, 1 day **Period:**

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

**Fee:** BGN 100

# DK-11 METHODOLOGY FOR RISK ASSESSMENT AND MANAGEMENT OF INCIDENTS RELATED TO INFORMATION AND CYBER SECURITY



## NOTE:

We also recommend that you review **UM-6** *Approaches to Integrating and Maintaining Quality Standards in Cybersecurity* and **DK-10** *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 administrative staff who are interested in improving 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.

## Expected results

Upon completion of the training, participants will:

- are 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 managed;
- 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 they need to do to preserve digital evidence and prepare for cyber incident investigations;
- identify threats and threat agents to a virtual organization;
- assess the risk of weaknesses related to threats 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:** BGN 200



# DK-12 CYBERSECURITY – THREATS, PROTECTION, AND CYBER POLYGON *(for IT experts)*



**Target group** Managers and experts from IT departments in central and regional administration

**Description** Cybersecurity is knowledge, risk assessment, risk management, and constant readiness to respond to attacks and manage incidents properly. This requires IT experts to train together and participate in simulations. In this course, participants will be introduced to and shown real threats, and will be offered tactics for monitoring and managing incidents and responding to them. Training in a cyber range and simulation of attacks and attempts to control them are planned.

**Expected results** Upon completion of the training, participants will:

- be aware of current threats;
- be able to understand MITTRE techniques and attack tactics;
- can use and install open source vulnerability scanning tools;
- can use open source SIEM;
- can send friendly phishing emails to test their organization;
- participate in cyber range training;
- receive information about cybersecurity communities in Bulgaria and be able to become part of them.

**Duration:** 16 teaching hours, 2 days **Period:**

September - December **Form of training:** in-person

**Fee:** BGN 200

# DK-13 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), and qualified electronic signature certificates.

The topics covered in the training are:

- Types of electronic signature certificates;
- Basic requirements of Regulation 910/2014 EC;
- ZEDEUU;
- Working with electronically signed documents;
- Multiple signing;
- Signing electronic letters using an email client;
- Processing, storing, and sending electronically signed documents.

The focus is on the essence of the electronic signature and its structure. Training participants will learn about the possibilities for signing documents with built-in functionality in MS Word, MS Excel, MS Outlook, and Adobe Acrobat Reader DC in PDF format and 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 results

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:** BGN 100





## DK-14 Digital Europe

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-15 Interactive video and online presentations with Prezi

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 examines the possibilities for creating presentations that can be adapted to different audiences. It also presents the possibilities for remote collaboration on a specific product in Prezi, recording online videos, and integrating them into a pre-created presentation. Attention is paid to Prezi Design, an application that allows the creation of print and web-based posters, flyers, and social media posts.

## DK-16 Personal data protection in a digital environment

This e-module will familiarize 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-17 Social networks in the public sector - creation and management

This module is intended for all employees in the administration. It covers the main social networks that are currently relevant (Facebook/Meta; YouTube; LinkedIn; Twitter - X), how they differ from each other, what their specific features are, what you need to know, and what to pay attention to for a good presence on social channels.

## DK-18 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 era in which we work? These are the answers you will find in the basic e-learning module. In it, you will learn about the main characteristics of Trojan horses and social engineering as cyber threats and receive advice on best practices to follow in order to avoid these threats and ensure information security in the workplace.



## **DK-19 New technologies in management - cloud technologies**

This module is intended for all administrative staff and aims to familiarize 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-20 Application of e-government systems**

This module aims to familiarize civil servants with the functioning of the main systems of the single 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 discussed. The architecture of e-government will also be examined.

## **DK-21 Electronic document and electronic signature (basic module)**

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

## **DK-22 Developing presentations and videos with Canva**

**NE**

Canva is a graphic design platform that provides tools for creating presentations, videos, and other graphic projects. In this course, you will learn about animated presentation templates and the platform's features for enhancing 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.

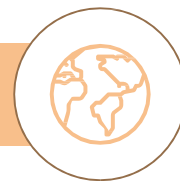


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Программа  
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# C-1 COMMUNICATION SKILLS IN ENGLISH



## Target group

Employees from the central administration.

**A minimum level of B1** according to the Common European Framework of Reference for Languages is required.

## Description

The training develops communication skills in English through learning and practicing:

- vocabulary for presenting a position and institution in a business environment;
- conducting a telephone conversation – language and style;
- business correspondence – format and style of electronic messages and business letters; types of letters and specific phraseological combinations;
- organizing and participating in meetings, business meetings, forums, discussions;
- reporting, expressing opinions;
- use of specific vocabulary, linking words, expressions, etc.;
- basic concepts and requirements for presentations, chairing meetings, preparing reports, etc.;
- practical exercises and role-playing games.

## Expected results

Upon completion of the training, participants will:

- can present themselves and their institution – structure, functions, and administrative services;
- conduct telephone conversations;
- are familiar with and can apply standards for business correspondence in English;
- have the skills to prepare and conduct meetings, participate in discussions and working visits, and present a topic to an audience.

**Duration:** 40 academic hours, 10 days – 4 academic hours per day

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

person **Fee:** BGN 300

## C-2 ENGLISH FOR WORKING WITH EU INSTITUTIONS



### Target group

Employees in the central administration who work with EU institutions. **A minimum level of B2** according to the Common European Framework of Reference for Languages is required.

### Description

This dynamic and practical course covers some of the most common issues related to:

- the historical development of the EU;
- EU institutions;
- the Presidency of the Council of the EU, priorities, and policies;
- cooperation between the main EU institutions in the decision-making process;
- practical exercises and role-playing games.

### Expected results

Upon completion of the training, participants will:


- have a better understanding of the specific terminology used by EU institutions;
- have the skills to communicate in English with EU institutions;
- have the skills to participate in working groups of European institutions where English is the working language.

**Duration:** 40 teaching hours, 10 days - 4 teaching hours per day

**Period:** September - December

**Form of training:** in-person

**Fee:** BGN 300



### III.

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## ГОДИШНИ ФОРУМИ

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През 2025 г. ИПА продължава традицията да организира годишни срещи и конференции за изграждане на мрежи и развитие на различни професионални общности. Участието в такива форуми е допълнителна възможност за учене чрез обмен на нови идеи, обсъждане на актуални въпроси и запознаване с добри практики. ИПА ще затвърди практиката на по-широко използване на цифровите технологии за стимулиране на комуникацията и взаимодействието между участниците преди, по време на и след приключване на планираните форуми.

# GF-1 ANNUAL MEETING OF HUMAN RESOURCES SPECIALISTS



**Target group** Chief secretaries, municipal secretaries, managers and employees from human resources departments.

**Description** The traditional annual meeting of human resources specialists will give participants the opportunity to discuss:

- current regulatory changes,
- familiarize themselves with best practices,
- exchange experience and new ideas in the context of contemporary trends in human resource management.

In 2025, it is expected **that all participants will be actively involved in the program**. This will give them the opportunity to contribute their ideas and suggestions and actively shape the topics covered, because this is the real understanding of **how to effectively maintain a professional community in the state administration**.

The highlights of the program and the topics of discussion will be specified in a timely manner with all participants in the network of human resources specialists in order to ensure a fruitful meeting for everyone.

To get the most out of the event, we are counting on the active participation of all registered participants.

The IPA's goal is for the Annual HR Professionals Forum to be **an interactive platform that encourages the exchange of ideas and experience among all participants**.

**Duration:** 3 days

**Period:** May - June **Form of training:**

classroom-based **Fee:** BGN 200

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### 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 organizes practical training for young civil servants with leadership potential. During the training, current topics in the field of digitalization, e-government, and the European agenda are presented.

This year, the Summer Academy will focus on the management and use of data and data spaces in public administration. Participants will gain the knowledge and skills needed to advocate for important public projects and policies in the field of data, team management, and the introduction of data-driven innovations that contribute to the modernization of public administration.

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 government officials with extensive practical experience, diplomats, and experts from international companies and institutions.

***Detailed information on the conditions for participation, the application process, and the required documents will be published on the IPA website by the end of June 2025.***

**Duration:** 5 days

**Period:** September, outside Sofia

**Training format:** blended

**Fee:** No fee

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МЕЖДУНАРОДНО  
— СЪТРУЖНИЧЕСТВО  
• ОБМЕНЪТ В ВИДИМА

The Institute of Public Administration works in partnership with a number of European and international institutions to exchange good practices and develop mutual understanding for training. Haizi/zhlogo/jpsni

Partners are:

- European Institute of Public Administration (EIPA) — Netherlands;
- European School of Administration (EUSA) at the European Commission;
- The Association of Directors of Institutes and Schools of Public Administration in the European Union (DISPA);
- The Association of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee);
- National Institute of Public Administration (INSP) — France
- The National School of Administration (ENA), France;
- The Public Administration School (KSAP);
- The Japanese Cultural Institute in Sofia;
- The Embassy of Japan in Sofia.

# JAPANESE MASTER'S PROGRAM FOR YOUNG LEADERS



## Target group

Employees of the central and territorial administration aged up to 40 (at the time of submission of the documents) with at least three years of professional experience in the field of public administration

## Description

The program is organized by GRIPS University in Tokyo, Japan, and lasts one year. Upon successful completion, students receive a master's degree in political science. The program provides a full scholarship to students. Lectures are conducted in English (a minimum score of 6.0 on the IELTS exam or 79 on the TOEFL exam is required).

The Institute of Public Administration is the national coordinator of the program 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.

After completing all stages of the program application process, Ana Georgieva, a senior expert at the Sofia Municipality, was selected for the 2022-2023 academic year. She successfully completed her education in Japan in September 2023.

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# PROGRAM "ERASMUS FOR PUBLIC ADMINISTRATION"



**Target group** Civil servants with less than five years of professional experience in the field of European affairs

**Description** The European School of Administration (EUSA) organizes a ten-day training course for representatives of public administration from all EU member states. The aim of the program is to familiarize officials working in the field of European affairs with the functioning of the EU institutions. The program 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".

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The implementation of the project in various areas of activity is a prerequisite for the effective use of the project's potential to promote the development of the region. The most effective way to improve the competitiveness of the region is to promote the development of the economy, to improve the organizational structure, to optimize the process and procedures, and, as a result, meeting the increased expectations of society. This understanding is the basis for a variety of initiatives that identify and promote innovative solutions for better management in the state administration, subject to the mission to serve in the interests of citizens and society. The competition for good practices is a tradition of the IPA, which supports this understanding, establishes the importance of learning from the experience of others.



# COMPETITION FOR GOOD PRACTICES 2025

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 organizational environment, optimize processes and procedures, and, as a result, meet the increased expectations of society. This understanding is at the heart of various 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. The competition for good practices is a tradition of the IPA, which supports this understanding, affirms and encourages the principle of learning from the experience of others.

**Submission period:**

September 15 – October 15, 2025

**Practice assessment:**

October 15–October 30, 2025

Detailed information on the conditions for participation in the competition, as well as on the method and criteria for evaluating the proposed practices, will be published on the IPA website.

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„Целта на теоретичното познание е истината,  
а на практичното – действието.“

Аристотел



ИНСТИТУТ  
ПО ПУБЛИЧНА  
АДМИНИСТРАЦИЯ

# APPLICATION FOR TRAINING ON REQUEST 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 catalog, the corresponding code is indicated after the topic*

*\*\* Customized training is only provided for groups of at least 15 participants.*

**MANAGER:** \_\_\_\_\_

(signature and seal)

ЗА ИНСТИТУЦИИТЕ И ЕКСПЕРТИТЕ

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ГОДИНИ



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