ИНСТИТУТ
ПО ПУБЛИЧНА
АДМИНИСТРАЦИЯ

2024
Каталог

Насърчаваме доброто управление

www.ipa.government.bg

Address by Mr. Pavel Ivanov - Executive Director of IPA

Dear colleagues and friends,

I am convinced that the way to achieve progress and prosperity in the development of every person, both personally and professionally, is learning and the continuous, purposeful investment of time and effort to improve one's own knowledge, skills and competencies. I trust that you share this conviction and express your sincere gratitude and appreciation to those of you who are actively engaged and committed to learning and developing as experts and professionals. Here I would like to stress the importance of the fact that every effort you make in this direction has a direct impact on the quality of public life in Bulgaria.

The past year 2023 was dynamic and fruitful for us. Nearly 38 000 employees were successfully trained at the Institute. We worked actively on the creation and development of professional networks and platforms for the exchange of experience and knowledge in administration (strategic planning, cyber security, quality management, human resources, young leaders, impact assessment, etc.). Professional networks are emerging as one of the most useful and workable mechanisms for improving the quality of governance. We have organised a number of forums and events, and specialised trainings, and readily assisted and supported activities of colleagues and partners. All of this is a movement towards one goal
- developing better public administration.

It seems that this year 2024 will be no less challenging for us. We will continue to offer training topics related to digital skills development, management and personal effectiveness, regulatory policy, law enforcement and more. Nearly 25% of the topics in the current catalogue are new or significantly updated. Note that some of the courses in Catalog'24 are thematically interrelated. For full development of knowledge and skills on these topics, it is not necessary for experts to take the training courses in the prescribed sequence.

One of our key goals for this year is to start modernizing the learning process, incorporating modern and innovative technologies based on artificial intelligence. We recognise the potential of new technologies to help personalise training, improve accessibility and increase interactivity. At IPA, we recognise the importance and power of innovation, and this year we will continue with the Innovative Ideas in Management Competition, the development of the Innovators Network and support to put innovative ideas into practice. We will continue to develop professional networks in the Bulgarian administration to create communities for sharing experience, knowledge, skills, best practices.

We will support institutions to develop skills in the management and use of data, and to build capacity in the management of EU funds. Stay tuned for further information from us in this direction.

We believe that the efforts we are all putting in, seeking opportunities for improvement, will lead to a positive change in the work of the Bulgarian administration. We remain open to new ideas and joint partnerships.

We wish you to increase the speed on your development path and IPA will be one of your closest companions.

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Regulatory Policy Programme

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CONDITIONS OF PARTICIPATION IN IPA COURSES

CONDITIONS FOR PARTICIPATION IN IPA COURSES

The Institute of Public Administration conducts the following types of training:
- Compulsory training for career development under Article 35 of the Staff Development Act for:
  - ✔ first-time entrants to the civil service (course with signature ZO-1)
  - ✔ appointed for the first time to a managerial position (course with signature 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 programmes presented in Section II of the Catalogue.

The IPA trainings take the following forms:
- ✔ Attendance - traditional classroom training;
- ✔ Electronic - learning in an electronic environment that includes various combinations of video lectures, online sessions, forums, chat, practical assignments, reading materials, quizzes, etc.;
- ✔ Blended - a combination of e-learning and face-to-face training;
- ✔ Hybrid - a type of blended learning in which all or part of the training is conducted simultaneously in both face-to-face and e-learning formats.

E-learning in IPA can be:
- ✔ E-learning course with a lecturer (lasting between 8 and 12 hours), which includes various combinations of learning resources, activities and communication opportunities. The learning process is guided and facilitated by a lecturer;
- ✔ An e-learning module for self-study (up to 4 hours long), which includes various learning resources and activities, including a self-test.

I. Conditions for participation in career development training

- Applications for participation in the LO-1 and LO-2 courses are submitted by the contact persons of the respective administrations through the IPA information system. Detailed instructions on how to apply for the trainings are published in the profile of the contact persons of the administrations.
- Requests for LO-1 and LO-2 should be submitted within one month after the employees subject to mandatory career development training take office.
- All professional development trainings are free of charge. Participants' travel expenses are borne by the respective administration.

II. Conditions for participation in professional development training

The professional development trainings in Catalogue 2024 are presented in thematically structured programs that include training courses with a fee and e-learning modules for self-study without a participation fee.

Training courses with fee

- Requests for professional development fee trainings (regardless of format), as well as trainings included in the Annual Plans, are submitted electronically only, twice a year, by the deadlines listed below.

- The contact persons of the respective administrations enter the necessary data on the participants in the individual courses into the IPA Information System.

- A request for participation in a course is considered to have been submitted in the IPA Information System only after the contact persons have indicated on the request an intended payment and this payment has been confirmed by the IPA.

- An important condition when entering a training request in the IPA Information System is that the participant's active e-mail address is entered in the trainee's profile.

- Each participant enrolled in a specific training group receives automatic, reminder messages from the IPA to his/her email 14 calendar days and 7 calendar days before the start of the training.

Deadlines for submission of training requests with fee

Periods of training in IPA	Deadline for submission of applications
Spring-Summer (15 April - 15 August)	until 25 March
Autumn (15 September - 15 December)	until 25 July

Detailed instructions on how to apply for professional development training are published in the profile of the c o n t a c t persons.

Electronic self-learning modules (e-modules)
- The e-learning self-study modules are free of charge.
- The e-learning modules for self-study take place between April and December.

Individual requests for e-modules
- Civil servants can also submit individual requests for the IPA e-modules for the above periods.
- The contact persons of the respective administrations have the possibility to monitor the individual requests 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 designated target group.

Preparation of the training schedule
- Based on the submitted requests for training with fee, a schedule for the above mentioned time periods is prepared. The IPA shall inform the contact persons of the administrations in a timely manner when the schedules are available in the Institute's Information System.
- Additionally, information is sent to the contact persons of the administrations only when schedule changes occur.
- Information about formed groups is also sent in due time to employees who have submitted individual requests for e-modules.

IPA projects will also provide other trainings at no cost that are not included in Catalogue 2024. The administrations will be informed in due time about the additional opportunities through the IPA information channels (official correspondence, the Institute's website and information system, etc.).

Tuition fee reimbursement
- The IPA refunds fees paid by administrations for training courses that are cancelled for reasons beyond the control of the applicants. In such cases there is no need for the administrations to send a formal letter requesting reimbursement.
- In case of inability of an employee to participate in a scheduled IPA training, administrations are obliged to submit a written notice not less than 7 working days before the start of the specific training, by email: g.markova@ipa. government.bg or by letter.
- Administrations have the option of replacing the participant with another or transferring the paid fee to another training, making sure to indicate in the email or letter the name of the employee who will participate in the training.

Costs for participation in training
The travel expenses (subsistence, travel, hotel accommodation) of the participants in the tuition fee courses are borne by the respective administration.

III. General conditions

The following GENERAL CONDITIONS apply to all training courses organized and conducted by IPA - for professional and career development (with or without fee):

Timely information when an employee is unable to attend scheduled training
If an employee is unable to participate in a scheduled IPA training, administrations are required to provide written notice no less than 7 business days prior to the start of the specific training, via email to: g.markova@ipa.government.bg with a copy to the appropriate training manager.

The administrations (specific staff, through the HR department) have the following options, subject to the above deadline:
- To redirect the employee to participate and join another group for the specific training (Inclusion in another group is done only after checking for availability);
- To make a substitution with another employee for the specific training, making sure to mention, in the email or letter, the name of the employee who will participate in the training;
- To transfer the paid fee to another training with an identical fee, indicating in the email or letter the name of the employee who will participate in it.

Change of training format
In the event of circumstances that do not allow for face-to-face or blended/hybrid training, the planned courses will be conducted in a fully electronic format, and the 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 e-learning, the planned duration of the training in learning hours is indicated. The time period in days within which the training must be completed is also indicated.

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

Accessible and safe environment
By submitting a request for in-person or blended/hybrid training, administrations should inform the IPA in writing of the existence of circumstances related to the mobility impairments of employees to be trained so that their training can be planned and conducted in an accessible environment. Information should be emailed to support@ipa.government.bg, indicating the name(s) of the employee(s) and the training(s) for which requests have been made.

Electronic certificates
Employees who have successfully completed an IPA course receive an ELECTRONIC CERTIFICATE, which is generated and visualized in the trainee's profile within three days after the end of the respective training.

Bespoke trainings
The Institute of Public Administration enables administrations to request bespoke training throughout the year to meet specific needs and can be on:
- ✓ Course topics from the IPA Catalogue (without the Foreign Language Programme) but with different duration or adapted content;
- ✓ topics outside the IPA Catalogue.

- For bespoke trainings, a request form (Appendix 1) must be submitted. The template is also published on the IPA website, in the section "Training" - professional development.
- Bespoke trainings can be up to 2 days long. The specific conditions for their conduct (program, form, location, etc.) are specified for each individual request.
- Bespoke training is only available when a group of at least 15 participants has been formed.
- The individual fee for participation in custom training is 100,00 BGN per day.
- If the bespoke training is conducted under an IPA project, there is no participation fee.

It is the duty of the administrations to inform the IPA in a timely manner when their contact persons change.

Contacts:

IPA address. 02/940 25 56,
www.ipa.government.bg Help Desk:
support@ipa.government.bg
(Technical Assistance Unit for the IPA Information System)

General coordination of training:
Galina Markova tel:
02/940 29 57
E-mail: g.markova@ipa.government.bg

Coordination of service development training:
Katya Topalova tel:
02/940 37 58
E-mail: k.topalova@ipa.government.bg

Coordination of e-learning:
Radostina Dimitrova tel:
02/940 37 61
E-mail: r.dimitrova@ipa.government.bg

Coordination of custom training:
Nachko Milenov
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E-mail: n.milenov@ipa.government.bg

I. TRAINING FOR SERVICE DEVELOPMENT

Target g r o u p	Employees in expert posts appointed for the first time to the civil service who are subject to compulsory training under Article 35b of the Civil Servants Act.
Description	Career development training aims to prepare newly appointed civil servants for a faster and more successful adaptation to the civil service. 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, etc. The course includes a total of 8 modules divided into 2 stages.

The first stage includes 5 e-learning modules. These modules take no more than 20 learning h o u r s to complete and participants are given a period of four w e e k s in which to plan and complete their self-study at a time convenient to them. Successful completion of the first stage is a prerequisite for inclusion in the second stage of the training.

The modules in the first stage are:
Module 1: Employee Code of Conduct;
Module 2: Workflow;
Module 3: Cyber hygiene in the use of e-mail; Module 4:
Acts of administrative authorities; Module 5: Application
of e-government systems.

The second stage takes place in attendance and includes 3 modules.

The modules in this stage are:
Module 1: Structure and functioning of the administration
> Principles of good governance
> Organisational structure of the administration
> Priorities for the administration
Module 2: Civil Servant Status
> Rights and duties of a civil servant
> Career Development
> Performance appraisal of civil servants
Module 3: Personal effectiveness
> Communication skills
> Teamwork skills
> Results orientation

Duration of the second stage: 12 hours (1,5 days)

For newly recruited staff who wish to subsequently upgrade their basic training, I recommend the following upgrade training:
1. Application of the Administrative Procedure Code
2. Team effectiveness
3. Effective communication skills

Target g r o u p

Civil servants appointed for the first time to a managerial position who are subject to compulsory training pursuant to Article 35b of the Civil Servants Act.

Description

The overall objective of the training is to prepare newly appointed managers to successfully deal with their key management functions and responsibilities.
The course includes a total of 8 modules divided into 2 stages.

The first stage is conducted electronically and includes 3 self-study modules, which take no more than 12 hours to complete, giving participants a three-week period in which to plan and complete their self-study at a time convenient to them.
Note: For first-time management appointees who do not have professional experience in the civil service, the first stage of training includes four modules.

Successful completion of the first stage is a prerequisite for entry into the second stage of the training. The

modules in the first stage are:
Module 1: Quality Management in Administration;
Module 2: Responsibilities for internal control in the organisation;
Module 3: Cybersecurity policies and practices in organizations;
Module 4: Fundamentals of Administration. Law on Administration and Law on Civil Servant
(compulsory for managers without professional experience in public administration).

The second stage is conducted in attendance and includes 4 compulsory modules. The modules in

this stage are:
Module 1: Planning and managing the activity
  ➢ Key management functions and responsibilities
  ➢ Managing organisational performance
Module 2: Corruption Prevention
Module 3: Employee Management
  ➢ Planning and securing the necessary human resources
  ➢ Individual performance management
  ➢ Employee motivation and development
Module 4: Personal management effectiveness
  ➢ Team management and conflict resolution
  ➢ Persuasive communication and negotiation

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

For managers who wish to upgrade their basic training, we recommend the following advanced training:
1. Annual objectives of the administration and link to strategic documents and budget forecasting
2. Leadership skills for employee development
3. Emotional intelligence
4. Digital transformation in the public sector: the path to effective governance.

II. TRAINING FOR PROFESSIONAL DEVELOPMENT

The professional development programmes in Catalogue 2024 are in line with the "Analysis of training needs in the public administration" for the period 2022-2024 prepared by IPA.

Program Management and Personal Effectiveness

The Management and Personal Effectiveness Programme is designed primarily to develop the general competencies on which the performance of civil servants is assessed. Most of the courses in this programme are open to both managers and expert staff in central and territorial administrations. Some of the courses are designed specifically for senior civil servants or HRM unit staff.

UM-1 Leadership Skills for Employee Development

Target g r o u p

Heads of central and territorial administration

Description

Modern society demands more and more efficiency and flexibility from the state administration, which necessitates abandoning bureaucratic models and delegating more powers to officials. This situation is changing the demands on managers - it is no longer enough for them to be competent and to plan and organise the work of their subordinates. They are expected to develop their employees by giving them more opportunities to solve problems independently and to propose new ideas. The course aims to develop typical leadership skills such as building teams, motivating and developing employees, encouraging innovative thinking and initiative.

Expected r e s u l t s

Upon completion of the course, participants will:

➢ understand the impact of different leadership styles on team management and employee relations;
➢ Know the strengths and weaknesses of their leadership style;
➢ know how to motivate employees through goals and values;
➢ can apply appropriate conflict management techniques;
➢ know how to build confidence through more autonomy and delegation.

Duration: 12 training hours (1,5 days) Period: April - August Form of training: full-time
Fee: 150,00 BGN

UM-2 Team Effectiveness

Managers and officials in expert positions with analytical and/or control functions in central and territorial administration

Description

Teams are increasingly becoming a key structural element and factor on which the performance, efficiency and prosperity of modern organizations depend. Teamwork skills are among the common competencies for working in public administration and among the most valued by employers. This course aims to develop the skills of working with others by striking a balance between cooperation and autonomy, exerting influence, and considering shared decisions. Participants will get answers to the questions they often ask themselves in their daily work life: "How do I get along with people who are so different?", "When should I compromise and when should I not give in?", "Do I speak my mind at the risk of incurring someone's wrath or stay silent?", etc.

The main topics of the training are:
➤ Motivation for teamwork;
➤ Conflict Management;
➤ Influencing;
➤ Empathy and social support;
➤ Joint decision-making;
➤ How to analyze our mistakes and learn from them;
➤ Team organization of work on project principle;
➤ Hybrid teams and teams with leadership role rotation.

Expected r e s u l t s

Upon completion of the training, participants will:
➤ better understand the differences between people in the team;
➤ know how to work more effectively in a team and collaborate with others;
➤ know and can apply conflict management techniques;
➤ can better manage and direct group discussions and meetings;
➤ Know how to manage virtual and hybrid teams with a matrix structure or with leadership role rotation.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

KM-3 Effective Communication Skills

Target g r o u p

Managers and officials in expert positions with analytical and/or control functions in central and territorial administration

Description

High-performance communication is fundamental to both our personal and professional success. The ability to share what you think and to understand what and why others around you are thinking helps build meaningful, fruitful and sincere relationships with people. That's why communication skills are at the heart of another important skill - t e a m w o r k . Whether we are presenting specific information, a project idea, etc. 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 guiding principles and techniques of effective communication such as clarity, purpose, creativity, structure, etc. A special emphasis in the course is placed on building the skills to convey information through storytelling - i.e. how to make your presentation interesting and engaging for your audience so that you achieve your pre-set goals.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ know and can put into practice the principles and approaches to building effective communication;

➢ know and tailor their messages to the specificities of different communication channels and target groups/stakeholders;

➢ can present information in a creative and memorable way, actively engaging their audience.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

UM-4 Emotional Intelligence

Target g r o u p

Managers and officials in expert positions with analytical and/or control functions in central and territorial administration

Description

Research shows that in many professional activities emotional intelligence is a key factor for employees' personal effectiveness and career development. Emotions can be our enemy or our friend, depending on the degree to which we manage to control and use them. Emotional intelligence is not just the ability to govern ourselves, but also the ability to read emotions and better understand ourselves and others. It helps us be more effective in negotiations, client meetings, presentations, difficult conversations with colleagues and supervisors, managing change and motivating employees.

The main topics of the training are:

➤ The influence of emotions in shaping our goals, judgments, decisions and behaviors;

➤ Using emotional intelligence to discover intrinsic motivation for work and professional development;

➤ The role of emotional intelligence in conducting effective meetings with clients and partners;

➤ Emotional intelligence as a basis for leadership and change management;

➤ Managing destructive emotions and stress.

Upon completion of the course, participants will:

Expected r e s u l t s

➤ better understand their own emotions as well as the emotions of others, and will be able to better navigate their expectations;

➤ know how to set better personal goals, manage time and stress better, and maintain their intrinsic motivation;

➤ know how to be more effective in working with colleagues, partners, stakeholders and clients;

➤ know how to deal more effectively with negative emotions and stress at work.

Duration: 12 training hours (1,5 days) Period: September - December Form of training: full-time
Fee: 150,00 BGN

UM-5 Current Issues in Human Resource Management

Target g r o u p

Managers from the central and territorial administration, experts from human resources units

Description

The work of Human Resource Management (HRM) staff and line managers requires periodic discussion of emerging issues and problems. The dynamic changes in the regulatory framework and the expected amendments to the Civil Servants Act require participants to obtain answers to practical questions and suggestions for solving difficult cases, in line with the current regulatory framework and new challenges related to imposed administrative and technological reforms. Responsibilities for handling personal data, practices for identifying training needs, as well as award-winning best practices from the IPA's Best Practices in State Administration competition will be discussed.

Expected r e s u l t s

As a result of the training participants will:

➢ have an in-depth knowledge of the current regulatory framework in the field of recruitment, career development, pay, job regulations and certain aspects of the organisation working hours;

➢ know how to apply the legal framework to effectively solve different practical situations and specific cases from their experience;

➢ know how to update their internal HRM policies and procedures;

➢ know how to deal with unforeseen situations related to human resources management.

Duration: 12 training hours (1,5 days) Period:
September - December Form of training: full-time
Fee: 150,00 BGN

Target g r o u p

Employees in managerial and expert positions who need to form and build their knowledge of the special model for quality in public administration - CAF. The course is suitable for managers and employees with the ambition to put the tool into practice in their organisation, as well as for internal CAF implementation teams.

Description

The implementation of quality tools (including the CAF model) is now a responsibility and an obligation of the Bulgarian institutions according to the Law on Administration and the priorities for the development of the Bulgarian administration. The Common Assessment Framework (CAF) is a quality management tool developed specifically for the public administration by the public administration itself. The specialised course on CAF focuses mainly on the practical application of the model in order to develop and deepen the knowledge and understanding of Bulgarian officials about the CAF quality management model and its useful effect. The course presents, analyses and discusses the essence and the useful role of the model in improving the management and organisation of work in the public administration. The practical steps in the process of its implementation, how to prepare an internal evaluation by the team(s) of the specific organization and an Improvement Plan are examined. The possibility of external evaluation and obtaining the label "Effective CAF user" - in case of proper and qualitative implementation of the model - is explained. The course is entirely practical and is based on the experience and best practices of Bulgarian organizations that have implemented the CAF model.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ have a deeper knowledge and understanding of the nature, structure and real benefits of the application of the CAF model in the Bulgarian administration;

➢ Understand how to work practically with the CAF Handbook when carrying out an internal assessment of their organisation;

➢ acquire knowledge about the real process of implementing the model and will form practical skills for its implementation in their organization;

➢ have information on the possibility of obtaining certification for the application of the CAF quality model.

Duration: 16 training hours (2 days) Period of training: April - August Form of training: attendance Fee: 200,00 BGN

UM-7 Crises and Change Management. Strategic leadership and coping skills

Target g r o u p

Managers and officials in expert positions with analytical and/or control functions in central and territorial administration

Description

The global crises of recent years have brought us closer to the realisation that we all, as never before, need to question ourselves, our way of thinking, the way we perform our duties and achieve our goals. But are we doing what is necessary to respond to the profound change taking place in the world? Do we really need to do w h a t we are doing now? And is it enough when we face unprecedented obstacles and challenges due to a rapidly changing world. Global crises are actually accelerating change in our already hectic lives. The goal of this course is to provide participants, through interactive learning, with strategies and tactics for coping with crises that can be applied directly, either individually or at the organizational level. A major emphasis is placed on strategic thinking in crisis, leadership in difficult times, sensing experiences, and behavioral control through personal individual diagnosis.

Upon completion of the training, participants will:

Expected r e s u l t s

➢   better understand the art of strategic leadership in difficult times;
➢   distinguish between operational and strategic management;
➢   know themselves better and apply effective coping strategies in situations of crisis and changed conditions;
➢   know how to avoid useless conflicts.

Duration: 16 training hours (2 days) Period of training: April - August Form of training: attendance Fee: 200,00 BGN

Target g r o u p

Central and territorial administration managers

Description

Efficient work is a prerequisite for achieving good results in achieving the strategic objectives and carrying out the statutory activities of each administration. However, there is a significant difference between task management practices and ensuring efficient work in business and in administration. This is the result, in part, of a conservative regulatory framework and lack of established standards, but also of difficulties in transferring good practices from the private sector and NGOs to the administration, including organisational mechanisms and tools to facilitate task management. The result of inefficient work is a lasting dissatisfaction of administration employees, a loss of public resources and often an inability to achieve the strategic objectives set at national and local level. Therefore, the proposed course is of utmost importance, especially in the face of rapid evolution of theoretical understanding and instrumentalization of task management and team effort in the private sector.

The training covers the main elements of the thematic area, in the context of the regulatory framework, as well as guidance on its possible amendment. These elements include principles of project task definition and planning, abstract product formulation for implementation, principles of team organization and role allocation (RACI matrices, etc.), risk management, communication plan, key frameworks and methodologies in task management and prioritization (Kanban, Scrum, etc.), task evaluation, performance monitoring, goal cascading. The training includes practical tasks aimed at applying the principles from the lecture material in a real team environment with assignments prepared by the lecturer, including work using established digital tools for process and task management, shared work and monitoring.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know the current best practices and basic approaches to assigning and managing tasks in teams;

➢ know and use different tools for shared working and shared information management, including in the context of regulatory and
standardization of security, usability, etc.;

➢ know the different technological options for integration between office systems, accounting and budget systems, human resources systems and dis-
dividing and managing tasks;

➢ can organise the work of their teams in an effective and efficient way;

➢ know how to use data for performance monitoring, analysis of working practices and agile process management.

Duration: 12 training hours - 4 training hours in an e-learning environment and 8 training hours (1 day) of face-to-face training
Period: April - August **Form:** mixed course
Fee: 150,00 BGN

UM-9 Stress Management - awareness, recognition and management of occupational burnout syndrome

Target g r o u p

Managers and staff 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 are living in a social paradox - 'stress' appeared on the 'psychological scene' in the 1940s, and burnout syndrome at the peak of the industrial revolution. What awaits us in the age of artificial intelligence? Are we prepared to react appropriately and to carry on despite the challenges? How do we maintain mental balance in the face of imbalance? These questions probably lead to the belief that it is difficult/impossible to try to avoid stress, but we can learn to manage it so as to avoid negative consequences and/or reduce them to a "healthy" degree. In addition, increasingly frequent situations of uncertainty, insecurity and limited control over the resulting dynamic events, challenge individual human capacities to adapt and cope in a mode of continuous hyperactivity. An additional source of stress is problems in working relationships and role conflicts arising from conflicting demands for the performance of professional tasks. How to preserve ourselves in such challenges?
The main accents in the content of the training depending on the target group: the course provides an opportunity for an interactive study of the types of stress, the methods for its management, relying on the use of diagnostic-game tools.

The course explores the following topics:
➢ Stress - causes, types, manifestations;
➢ Stress management methods and techniques;
➢ Conditions and actors provoking stress;
➢ Developing self-confidence in individual stressful situations.

Upon completion of the training, participants will:
➢ show better self-reflection on their behaviour in stressful situations;
➢ increase their self-confidence;
➢ deal more effectively with routine tasks and various challenges;
➢ apply effective stress management techniques;
➢ manage their emotions better.

Expected r e s u l t s

Duration: 16 training hours (2 days) Period: April-August Form of training: full-time
Fee: 200,00 BGN

Target g r o u p	Managers and employees with leadership potential from central and territorial administration

Description	Design thinking is an approach that is used to solve problems in a practical and creative way and can be applied in any field. It is applied to an identified need for a project, product or process where a positive effect is achieved through the implementation of a targeted innovation. Specific resources are fixed for the implementation of the innovation/project. A measurable effect of the implementation is defined, risks and their management are specified. A prototype is built. The course examines two new aspects to the classical design thinking approach - psychology and cyber security.

The course includes the following main topics:

➢ Classical theory of design thinking;
➢ Design Thinking 2.0 - added psychology and cybersecurity components;
➢ 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 human impact of t h e i r implementation, impact and
   Risk assessment (psychological and cyber risk), other environmental stressors, use of generative artificial intelligence;
➢ Presentation of the projects - The training includes a simulation in which the 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, giving participants the opportunity to practice and apply skills in balancing people, finance and capacity, skills in managing a team under stress, and skills in using artificial intelligence technologies.

Upon completion of the training, students will:

Expected r e s u l t s	

➢ have a deeper understanding of the design thinking process;
➢ can independently apply the design thinking methodology;
➢ have a deeper knowledge of the psychology of risk and the technological aspects of cyber risk;
➢ can implement risk management approaches and measures;
➢ have improved their skills in planning and allocating resources to implement activities;
➢ have a deeper knowledge of the application of AI technologies.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

UM-11 Approaches to Integrating and Maintaining Quality Standards in Cybersecurity

Note

If you choose this training, we recommend that you also take course DK-11 "Methodology for risk assessment and management of information and cyber security incidents" - new.

Target g r o u p

IT managers and experts, network and information security managers and internal auditors in the public administration

Description

2024 is the year in which key changes in cybersecurity governance will occur. The new Network and Information Security Directive NIS2 (NIS2) will be transposed into national law. On the other hand, the international standard for information security management systems, ISO 27001:2022, is in the process of being updated for the organisations that have implemented it. Regulations on cyber resilience, data and artificial intelligence require a new framework. In addition to this, it is important to be aware that, apart from cyber security, we also have accompanying standards for management systems such as ISO 9001, ISO 20000-1, ISO 45001, ISO 14001, ISO 22301, which have been adopted as European and national standards. And when you add GDPR and the unknown but necessary PCI DSS, the effort to maintain each standard individually becomes very large. This course is designed to do just that - introduce students to a good strategy for managing several key standards in an integrated approach, and teach them how to succeed at this task. This course will prepare them for the changes in 2024 that will occur in the application of standards and audits of standards.

Expected r e s u l t s

Upon completion of the training, students will:

➢ understand the changes in IIA2 and will be informed about the transposition process;
➢ understand the changes in ISO 27001:2022 compared to ISO 27001:2013;
➢ become familiar with the technical and operational manual approach;
➢ learn what tools they can use to successfully manage and implement standards;
➢ can plan an analysis, prepare a management plan and implement a controlled integration of standards.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

Target g r o u p

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

Description

Digital transformation refers to the integration of information technology into various aspects of an organisation, fundamentally changing the way it operates and delivers value to all stakeholders. In the public sector, digital transformation involves the application of technology to improve internal management processes, 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 data security and privacy concerns, legacy system integration, budget constraints and the need to change bureaucratic structures to adapt to technological change. The ultimate goal of the "Digital Transformation in the Public Sector" is to create a more transparent, efficient and citizen-centric government, providing better services and improving the overall well-being of the population.

The course explores the following topics:
➢ An introduction to digital transformation;
➢ Digital transformation and public policy design;
➢ Digital transformation and public policy implementation;
➢ Digital transformation and governance;
➢ Digital Transformation and Ethics;
➢ Digital transformation and future trends.

The training provides both lecture activities and group work on specific cases identified by the trainees. In order to successfully pass the course, the trainees have to prepare and present a project for digitalization of an activity, process, service of the institution they represent.

Upon completion of the course, participants will:
➢ understand the concepts of digital transformation;
➢ have the practical skills to apply digital tools and technologies related to public sector functions;
➢ acquire basic knowledge of decision making through the effective use of data analytics;

Expected r e s u l t s

➢ learn communication skills for digital transformation initiatives for processes and services, both internal and targeted at citizens and businesses;
➢ acquire knowledge and skills in data management and security.

Duration: 12 training hours (1,5 days) Period:
September - December Form of training: full-time
Fee: 150,00 BGN

e

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

The module is intended for all administrative staff. The e-module addresses the issues of how to make the interview objective and valid and how to make it an effective tool for recruitment. The advantages and disadvantages, typical mistakes are addressed.

UM-14 Working with jobs.government.bg - portal for government jobs - updated

The aim of the e-learning module is to prepare the staff of the units for
human resources management for effective work with the jobs.government.bg portal. The changes in the legal framework, which come into force on 1 January 2022, create the possibility for administrations to voluntarily use tests of general competences and knowledge of public administration as an additional objective tool for assessing candidates in competition procedures, mobility and reappointment. The purpose of the portal, the main functionalities of its public part and the user modules designed for the human resources management units are discussed.

KM-15 Common Assessment Framework (CAF) - updated

The self-study module is a general course that aims to introduce participants to CAF, the total quality management tool developed specifically for the public sector by the public administration itself. The course introduces its nature, its structure, the process of its implementation, as well as the external evaluation procedure, which answers the question whether CAF is properly and effectively implemented in organisations. After this module, students can build on their knowledge and skills by taking the course "Practical implementation of the CAF governance model in Bulgarian organizations (UM-6).

Programme Public policies

The overall objective of this programme is to help establish a sound and consolidated national strategic framework. The courses included in the programme provide an introduction to the basic steps for the creation of strategic documents as well as the tools for the development of sustainable and coherent policies. Various aspects of the topic of risk management in organizations, the recovery and sustainability mechanism, the overall strategic planning process and the development of strategic documents are addressed.

P-1 Annual objectives of the administration and link to strategic documents and budget forecasting

Target g r o u p

Management and planning staff in central and territorial administrations

Description

The course examines the process of setting, monitoring and reporting on the annual objectives of the administration, ensuring compliance with strategic documents and linking them to the programme budget. Attention is paid to the principle of cascading objectives from the strategic documents, through the objectives of the administration to the level of a structural unit and a specific employee. Good practices are presented for the formulation of appropriate indicators linked to the objectives, performance monitoring, reporting, publicity and transparency.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ Improve their knowledge and skills in the correct formulation of objectives and indicators, ensuring a logical cause-effect relationship of needs - objectives - measures/activities. you - result / effect;
➢ develop skills to ensure a link between annual targets and budget forecasting;
➢ develop skills to link goal setting and performance at organisational and individual levels.

Duration: 12 training hours (1,5 days) **Period:**
September - December **Form of training:** full-time
Fee: 150,00 BGN

P-2 Recovery mechanism and sustainability - the new challenge for the period 2021-2026

Target g r o u p

Employees in managerial and expert positions in central and territorial administrations who need to participate in, analyse or have knowledge of the financial management and control systems for the period 2021-2026.

Description

In relation to dealing with the consequences of the global crisis with COVID-19, for the period 2021 - 2026 the Commission envisages a "Recovery and Resilience Mechanism" to help Member States to smoothly recover their economies and return to their normal rhythm of financial, political, economic and social life.

The training will cover the following topics:

➢ Regulatory framework - European and national legislation;
➢ Nature of the Recovery and Sustainability Mechanism - areas of application, overall budget at European level, budget for the Republic of Bulgaria and envisaged distribution grants/loans; funding scheme not foreseeing national participation on grants;
➢ National Recovery and Sustainability Plan for the Republic of Bulgaria;
➢ Relationship between the National Recovery and Resilience Plan and the Recovery and Resilience Mechanism;
➢ Bodies and governance structure at national level, different from the generally known governance structures for the 2014-2020 period due to the direct management of the EC;
➢ Financial management and control system at national level - bodies and mechanisms for contracting, payments, management, monitoring, audit and reporting;
➢ National Investment Management System (NIMS)
➢ Mechanism for the recovery and sustainability of project proposals - model application form.

Upon completion of the training, participants will:

➢ Know the Recovery and Resilience Mechanism;
➢ Know the regulatory framework of European and national legislation related to the Mechanism;
➢ They know what the priorities are and the areas to be funded;
➢ Know the authorities and structures of government at national level;
➢ They know the functions and possibilities of working with SUNI.

Expected r e s u l t s

Duration: 16 training hours (2 days) Period:
September - December Form of training: full-time
Fee: 200,00 BGN

In cooperation with the Ministry of Finance

Target g r o u p

Central and territorial a d m i n i s t r a t i o n managers.

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 r e s u l t s

Upon completion of the training, participants will:
- ➤ have a deeper understanding of the risk management process;
- ➤ can distinguish 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 training hours (1 day) Period:
April - August Form of training: e-course
with lecturer Fee: 100,00 BGN.

Target g r o u p

Senior management and policy and planning staff in central and territorial administrations

Description

The training provides systematic theoretical knowledge on the general rules for the development, adoption, monitoring, reporting, control and evaluation of the national strategic framework documents, in the context of the legal and regulatory framework. Attention is paid to the challenges facing the planning process and the steps taken to address them through normative and institutional changes. The principles of strategic planning, internal and external coherence and hierarchical subordination of national strategic documents are examined. Emphasis is placed on the role of data-driven planning and evidence from actual implementation in the process of developing a strategic document, providing insights into the process of applying different approaches in their collection and analysis. The relationship between strategic planning and programme budgeting, the annual objectives of administrations and risk management is examined. The process of engaging and working with stakeholders is also among the topics of the training, with a focus on the processes of identifying, involving and partnering with them at each stage of the document preparation and development process.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know the normative and methodological framework of the strategic planning process;
➢ know the different stages and aspects of the strategic planning process - hierarchical linkage, providing a solid analytical base as a starting point in the process of formulating the strategic vision and objectives;
➢ know the development cycle;
➢ can ensure coherence of the document with other strategic documents of the national strategic framework.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

P-5 Development of strategic documents

Target g r o u p

Senior management and policy and planning staff in central and territorial administrations

Description

The course examines the process of developing strategic documents, applying in practice 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, an approach for achieving them, indicators for monitoring implementation, results and impact on stakeholders. Mechanisms for identifying the resources needed to implement the objectives and measures and costing interventions, risk management, monitoring, reporting, evaluation and control processes will be addressed. The preparation of the document will be examined in relation to the operational documents for its implementation - the action plan, focusing on practical approaches to ensure coherence and logical linkage with the strategic document.

Expected r e s u l t s

Upon completion of the training, participants will:
- ➤ can develop national strategic framework documents;
- ➤ know the methodological framework related to the strategic planning process;
- ➤ implement the strategic planning process, including carrying out the necessary analyses, formulating a vision, strategic objectives and measures for their implementation;
- ➤ apply goal decomposition;
- ➤ know the different types of indicators and will be able to formulate and use them effectively;
- ➤ manage the risks in meeting strategic objectives;
- ➤ ensure the link and coherence between planning and programme budgeting;
- ➤ engage with stakeholders in the development, monitoring and evaluation of national strategy documents.

Duration: 16 training hours (2 days) **Period:**
April - August **Form of training:** full-time
Fee: 200,00 BGN

Target g r o u p

Senior management and policy and planning staff in central and territorial administrations

Description

In this training, participants will be introduced to key concepts, tools and good practices to ensure successful implementation, monitoring and evaluation of the National Strategic Framework documents. The different elements of the systematic process of collecting, processing and analysing data and information on the implementation of the strategy document will be examined. Skills will be developed in relation to the development of reporting documents, in the context of their role, relevance and impact on policy implementation. The process of evaluating the implementation of national strategies, the planning of evaluations in the implementation cycle, types of evaluations and their design will be examined. A special focus is placed on the involvement of stakeholders in the monitoring and evaluation process.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know the different aspects of the performance monitoring process, using the data to both track performance and identify early
of risks and the need for a change in strategic vision;

➢ use evaluation as a tool for decision-making and enhancing the effectiveness of the strategic planning process and the implementation of national strategy documents.
gynical framework;

➢ have the theoretical and practical knowledge to develop a mechanism for monitoring, review, control and evaluation of national strategic framework documents.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

P-7 Internal control

Target g r o u p

Management officials and officials with specific control responsibilities

Description

The course is aimed at improving the competence of those responsible for structuring and maintaining internal control in public organisations. The course will discuss current issues in the implementation of the Public Sector Financial Management and Control Act (PSFMCA) and the Public Sector Internal Audit Act (PSIA). The requirements for structuring an internal audit unit and an audit committee, their functions, powers and benefits for public organisations will be explained. The course is entirely practically oriented and will give participants the opportunity to present their views and discuss important issues in the areas of planning and risk management, taking co-responsible actions and putting in place relevant control activities. The course will assist participants in setting organizational objectives, organizing key processes and activities through the lens of COSO 2013, the FCPA and the HIPAA.

Expected r e s u l t s

Upon completion of the training, participants will:
➢ know the policies, procedures and requirements for establishing and maintaining internal control in public organisations;
➢ Understand the benefits of internal audit and the audit committee;
➢ know how to apply the legislation and methodology on financial management and control in the public sector;
➢ can carry out a self-assessment of the Financial Management and Control System (FMCS).

Duration: 16 training hours (2 days) Period:
September - December Form of training: full-time
Fee: 200,00 BGN

P-8 Access to public information

Target g r o u p

Employees of the central and territorial administration, who have functions of 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 the state authorities, local self-government bodies, public law entities to ensure access to public information by ensuring openness, accuracy 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, the security of society and the state.

The aim of this course is to form the necessary knowledge and practical skills to work on the re-provision of access to public information and public sector information for re-use. The course will cover the legal framework, the concept of public information and its types. Participants will learn about the obliged subjects under the Law on Access to Public Information, the procedure for granting access to public information and the re-use of public sector information. The submission and processing of applications for access to public information, including through the Access to Public Information Platform, are covered. The course explains the permissible limitations of the right of access to public information and t h e   re-use of public sector information, as well as the types of protected information - personal data, classified information, etc. It presents the legal framework and practical steps for organising the protection of personal data.

After the training participants will:

➢ know the guidelines for the protection of certain categories of data;

Expected r e s u l t s

➢ better understand the legal framework for access to public information and current issues in its implementation;

➢ have the skills to provide public information, protect personal data and classified information.

Duration: 12 training hours (1,5 days) Period: September - December Form of training: full-time
Fee: 150,00 BGN

P-9 Perform functional analysis

Target g r o u p

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

Description

This course is aimed at improving the knowledge and skills of employees related to the design, analysis and evaluation of the implementation of policies or the organisation and operation of administrative structures. The course focuses on the use of the Functional Analysis Methodology and its Manual to balance resources and objectives in policy implementation, efficiency and quality in administrative activities. The course examines the different types of functional analysis, the specific objectives and expected outcomes that administrations may set when conducting them. Particular attention is paid to the main stages through which the analysis is carried out, as well as to the key questions to be addressed. An overview is given of the existing methods of analysis and the prerequisites for their successful application.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ are familiar with the Methodology for Conducting Functional Analysis and its Manual;
➢ can carry out analysis of horizontal and sectoral policies;
➢ can perform functional analyses of administrative structures or entire systems;
➢ can articulate clear objectives and expected outcomes of the analysis;
➢ know the basic steps in performing a functional analysis;
➢ can apply the general methods of analysis.

Duration: 12 training hours (1,5 days) Period of training: April - August Form of training: attendance Fee: 150,00 BGN.

P-10 Smart specialisation policy and **its** implementation at local level

Target g r o u p

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

Description

This course provides the opportunity to acquire basic knowledge about the European Union's innovation policy for smart specialisation and national innovation policy. The course covers the basics of smart specialisation theory, its implementation in strategic planning and the possibilities for its effective implementation at local level. The presentation of the Innovation Strategy for Smart Specialisation 2021-2027 and the steps for the development of regional smart specialisation strategies are foreseen.

The training focuses on the following main topics:
➢ The European innovation policy context;
➢ National policy to support innovation - the Innovation Strategy for Smart Specialisation 2021-2027;
➢ Analysing local potential and developing regional smart specialisation strategies;
➢ Implementation of a monitoring and evaluation system for the implementation of regional strategies.

Upon completion of the training, participants will:
➢ understand the European and national context of innovation policy;
➢ know the main points of the theory of intelligent specialization;
➢ have the knowledge to effectively implement innovation policy at local level;
➢ know the steps for developing regional innovation strategies.

Expected r e s u l t s

Duration: 16 training hours (2 days) Period:
September - December Form of delivery: full-time
Fee: 200,00 BGN

e

P-11 Strategic forecasting - new

The module presents strategic foresight tools to enable and guide decision-makers to explore the likely nature of future challenges, to anticipate and identify opportunities. The role of strategic foresight as a complementary tool to the strategic planning process will be discussed. Key concepts in forecasting such as:
• scenario planning;
• trend analysis;
• jokers and weak signals.
Core competencies for foresight such as critical thinking and problem solving; collaboration and stakeholder engagement; communication skills will be addressed. Practical examples and best practices for forecasting will be discussed.

P-12 Strategies and policies for counteracting risks in tree administration

The e-module is intended for all a d m i n i s t r a t i v e staff. The training is designed for all
what are the possible types of response to the identified risks, the completion of a risk register, the organization of risk management in the administration, risk management strategy, self-assessment of the risk management system.

P-13 UN Sustainable Development Goals

The module examines the UN Sustainable Development Goals, the specifics of the national list of indicators, the progress in implementing the goals and the monitoring and evaluation process; good practices for ensuring linkages between the SDGs and the national strategic framework documents in the respective horizontal or sectoral policy.

P-14 Partnership for Open Government

The aim of the module is to introduce the participants to Bulgaria's participation in the Open Government Partnership initiative; to clarify conceptually the idea behind the initiative, to promote in a practical aspect the innovations of Bulgarian participation and to stimulate the state institutions in the joint implementation of policies with civil society through the tools of the initiative.

P-15 Principles of circular economy

In this module, participants will learn about the nature of the circular economy and how the European Union and Bulgaria plan to develop it. Attention will be paid to eco-innovation, presenting various good practices in the field.

P-16 Standards for environmental organisation - new

The public 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 introduce participants to different ways in which the administration can influence the reduction of the harmful footprint on the world around us. Bulgarian and international good practices will be presented.

P-17 Smart cities - digital solutions and sustainable policies

Smartcity is a concept that addresses both management and technological approaches to urban development. The IPA e-module is aimed at civil servants interested in the relationship between new technologies and urban development. In the course of the module, they will learn about the conceptual foundations of the smart city, the role of technology, data and data analytics 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.

Regulatory Policy Programme

The programme is made up of trainings that are aimed at increasing the k n o w l e d g e and skills of administrative staff related to regulatory policy as a whole and in relation to its individual elements. The programme includes topics focused on ex-ante and ex-post regulatory impact assessment, public consultation, including other forms of civic engagement, d a t a processing and handling, the application of different methods of impact analysis and the use of con- crete types of research - all of which support good management decision-making and the development of quality regulations. The trainings are mutually coherent and present both a normative framework, administrative practice, concrete methods, research and technological solutions.

WP-1 Preliminary impact assessment of legislation (Part 1)

Target g r o u p

Managers and expert staff in central and territorial administration who are involved in policy formulation and implementation and in the development of regulations

Description

This course is aimed at improving the knowledge and skills of administrative staff in carrying out preliminary impact assessment of legal acts and the procedural aspects of its coordination with the administration of the Council of Ministers. Key issues of the Regulation on the scope and methodology for carrying out impact assessments and the Manual for carrying out preliminary impact assessments are explained during the training. Special attention is paid to practical issues related to improving the quality of regulations by examining the social, economic, environmental and other effects of their implementation.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know the stages in carrying out a preliminary impact assessment - planning, stakeholder identification and consultation, the actual implementation of the impact assessment. carrying out a preliminary impact assessment and coordinating it with the administration of the Council of Ministers;

➢ know how to define the social problems to be solved; how to define the goals to be achieved; how to formulate different action options; how to analyse their impacts and choose the most appropriate option;

➢ can examine the effects of different action options in terms of their costs, benefits and risks;

➢ understand the processes for gathering and processing the necessary data and evidence from a variety of sources, including that gathered through stakeholder consultation countries and from the Public Consultation Portal www.strategy.bg.

Duration: 16 training hours (2 days) Period: April - August Form of training: full-time
Fee: 200,00 BGN

Note

This training is a continuation of the course FP-1 Pre-assessing the Impact of Statutory Instruments (Part 1) and we recommend that staff take both courses in sequence.
Employees who have successfully completed the IPA training on "Conducting a Preliminary Regulatory Impact Assessment" in 2020, 2021, 2022 and 2023 can directly apply for the course RP-2 Conducting a Preliminary Regulatory Impact Assessment (Part 2).

Target g r o u p

Managers and officials in expert positions in central and territorial administration who are involved in the formulation and implementation of policies and the drafting of regulations

Description

The aim of the course is to build up the general knowledge and skills of the administrative staff to carry out a comprehensive preliminary impact assessment of legal acts. The training focuses on "Cost-Benefit Analysis" as the main method for quantitative impact analysis, on "Impact Assessment on Small and Medium Enterprises" and on competition assessment as part of economic impact analysis. The course incorporates practical issues and ways of applying the relevant methods.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know the basic methods for analysing the impacts of different options, according to "Guidance for conducting a preliminary impact assessment";
➢ know the basic quantitative method for impact analysis - "Cost Benefit Analysis";
➢ be familiar with the "SME Impact Assessment" as a method of impact analysis;
➢ know the impact assessment on competition as part of the economic impact assessment.

Duration: 16 training hours (2 days) Period: September - December Form of training: full-time
Fee: 200,00 BGN

Target g r o u p

Employees of the central administration who study the implementation of the regulations, as well as employees of all administrations whose competence is the implementation of codes, laws, regulations of the Council of Ministers.

Description

This course responds to the need for a significant increase in the knowledge and skills of administrative staff to professionally verify the relationship between the objectives formulated in the development of regulations and the results achieved from their implementation. The training explains the steps involved in carrying out ex-post impact assessments - defining the scope and structure of the assessment, identifying stakeholders and collecting data, analysing data and assessing impacts. Case studies are examined and basic analysis methods are discussed.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ Understand ex-post impact assessment regulations;
➢ have the skills to examine the relationship between the objectives formulated when adopting a normative act and the results achieved from its implementation;
➢ know how to plan and organise a follow-up assessment of the performance in accordance with the main stages of this process;
➢ know and can apply different ways of disseminating and using the results of the evaluation.

Duration: 16 training hours (2 days) Period: September - December Form of training: full-time
Fee: 200,00 BGN

WP-4 Public consultation and citizen participation

Target g r o u p

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

Description

The course presents the approaches and standards for public consultations in accordance with the current legislation, as well as the principles and forms of citizen participation. The training presents the "Standards for Conducting Public Consultations" approved by the Council for Administrative Reform, focusing on the principles, legal requirements and organisation of the relevant procedures. It deals with the consultation process in the preliminary and ex-post assessment of the impact of legal acts, before the submission of a draft legal act for adoption by the Council of Ministers, the participation of stakeholders in the procedure for issuing a general administrative act and the consultations carried out in connection with the environmental assessment of plans and programmes.
The training also includes the principles of citizen participation and the forms of interaction between the administration and civil society in decision-making. From the idea of civic engagement to its implementation, the course will present innovative tools for crowdsourcing and civic hacking, including those occurring in digital environments. Through examples, it will reveal successful collaborative practices and the ways and approaches in implementing them.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ know the principles, legal requirements and organisation of public consultations;
➢ know the procedures for four specific types of public consultation;
➢ understand the role of citizen participation and its contribution to decision-making;
➢ have the skills to apply public consultation tools;
➢ know innovative ways to attract civic engagement.

Duration: 16 training hours (2 days) Period:
September - December Form of delivery: full-time
Fee: 200,00 BGN

PP-5 Practical standard-setting

Target g r o u p

Employees of central and territorial administration whose duties include the development of regulations

Description

Regulatory quality is a key issue for good governance and public policy implementation, as well as a fundamental pillar of regulatory policy. The training aims to develop the practical skills of staff in planning and developing different regulatory acts, taking into account their hierarchy and logical structure. The course examines the tools for planning the standard-setting process in the executive branch, the basic principles of standard-setting and the types of regulations. The process of drafting the legislative and operational programme of the Council of Ministers, the approaches to achieving efficiency in the normative process, the competence to issue normative acts, the construction of normative acts, as well as the main stages and activities in the procedure of drafting normative acts are explained.

Expected r e s u l t s

Upon completion of the training, participants will:
- ➢ know the main tools for legislative planning in the executive b r a n c h;
- ➢ know the main approaches to achieve efficiency of the normative process in the executive branch;
- ➢ know the basics of the legal framework for statutory instruments;
- ➢ know the rules for the construction of legal acts;
- ➢ have practical skills in the application of basic legal techniques in drafting legal acts;
- ➢ know the style requirements for the layout of legal provisions.

Duration: 16 training hours (2 days) Period of training: April - August Form of training: attendance Fee: 200,00 BGN

WP-6 Administrative Services - service delivery through the eyes of citizens and businesses

Target g r o u p

Managers and employees in expert positions who are involved in the provision of administrative services: administrative service units; administrative service centres; back office and inspectorate staff when carrying out 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 deals with the basic elements of administrative services, such as the current legal framework, the implementation of quality standards for administrative services, elements of the registry reform; services based on the principle of
"episodes of life"; reduction of administrative burden, organization of administrative services by phone, etc.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know the requirements for the organisation and the regulatory changes in the field of administrative services;
➢ apply innovative approaches in the implementation of administrative service quality standards;
➢ understand and implement measures to reduce administrative and regulatory burdens in the provision of administrative services;
➢ know the principles for the provision of 'episodes of life' administrative services.

Duration: 16 training hours (2 days) Period of training: April - August Form of training: attendance Fee: 200,00 BGN

FP-7 Control of the legality of the acts of local self-government bodies and local administration in the field of administrative services

Target g r o u p

Managers and employees in expert positions in regional administrations who control the legality of acts of municipal councils and managers and employees in expert positions in municipal administrations who draft acts of municipal councils.

Description

This course aims to improve regulation at the local level by developing practical skills to exercise control over the legality of acts of municipal councils in the field of administrative services, as well as to comply with the regulations in the field of administrative services of acts of municipal councils.

The course covers basic topics such as normative acts, which contain statements related to the implementation of administrative services, the application of the methodology for control of the legality of acts of local self-government bodies and local administration in the field of administrative services. Case studies and case-law are examined.

Expected r e s u l t s

Upon completion of the training, participants will:
➢ know the legal acts in the field of administrative services;
➢ may identify provisions that violate administrative services legislation.

Duration: 8 training hours (1 day) Period of training: April - August Form of training: attendance Fee: 100,00 BGN

WP- 8 Administrative services for people with disabilities

Target g r o u p

Employees in a managerial position who are responsible for the organisation of administrative service delivery processes. Expert staff from administrative service centres and units

Description

The course was created in connection with Art. The course is conducted in a mixed form of training and includes 2 e-learning modules for self-learning, which address the types of disabilities and their impact on the life of a person; the approaches and measures to ensure an accessible environment for all citizens, including accessibility of websites and mobile applications of institutions; international aspects of The present part of the training is entirely practical and the participants will have the opportunity to learn about the specifics of working with people with hearing and visual impairments.

Upon completion of the training, participants will:
➢ are familiar with basic regulations and requirements for working with citizens with disabilities;
➢ have knowledge of the particularities of working with citizens with disabilities;
➢ know how to apply modern tools in communication with citizens with disabilities.

Expected r e s u l t s

Duration: 16 training hours - 8 training hours e-learning module and 8 training hours (1 day) face-to-face training
Period: September - December
Form of conducting: mixed
Fee: 200,00 BGN

e

WP-9 General framework of regulatory policy in Bulgaria

The module provides a general introduction to the regulatory policy system and the standards for good regulation. The normative framework for the elaboration of regulations by the National Assembly and the Council of Ministers is presented - the Constitution of the Republic of Bulgaria, the Law on Regulatory Acts and the Rules of Organization and Activities of the National Assembly. The main elements of regulatory policy are presented, such as ex-ante and ex-post regulatory impact assessment, public consultations, reduction of administrative burdens on citizens and businesses, and alternative regulatory approaches. The module covers the vision for regulatory policy development and the state of administrative practice and relevant technological solutions.

FP-10 Methods for collaborative work with stakeholders

The module is intended for all administrative staff. The e-module aims to introduce participants to practical approaches and methods that can navigate these processes more successfully. The training focuses on and provides answers to the following questions: how to build long-term and sustainable relationships with key stakeholders; how to plan appropriate and effective activities to engage stakeholders on an issue; how to organize impactful events where diverse opinions and ideas are heard, but also reach a concrete outcome; which methods are appropriate for public consultations, deliberations and discussions?

FP-11 Statistical literacy - easy access to quality data

The training introduces the statistical information products and services of the National Statistical Institute (NSI), as well as the ways and channels for disseminating statistical information. Participants will gain knowledge on how to search for statistical data on the NSI website and how to effectively use the Infostat and Monitorstat IS. The legislative framework and regulations that govern the activities of the NSI are also covered in the course in order for civil servants to become familiar with the possibilities of using quality, reliable, timely and harmonised statistics.

Ethics and Integrity Programme in the civil service

The integrity of civil servants and the ethics of their work are key to the quality of the policies and services that public administration develops and delivers. Internationally, the topic is receiving increasing attention. An example of this is the numerous legal instruments of the Organisation for Economic Co-operation and Development (OECD) which should be introduced into the regulatory framework and administrative practice of Bulgaria as part of the accession process. The courses included in the programme provide an opportunity to get acquainted with the policies and practices for preventing and counteracting corruption, good practices in the field of transparency and compliance with high ethical standards in the work of the administrative staff.

EI-1 Prevention and Counteraction of Corruption in Public Administration

Target g r o u p

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

Description

This training examines the main areas of modern methods and means for preventing and counteracting corruption, anti-corruption policies and practices at national and international level. The trainees will be introduced to the activities of the structures working on anti-corruption at the national level. The participants will also learn about the legal and institutional regulations for controlling corruption in the public administration, as well as the mechanisms for counteracting corrupt behaviour. Current directives and regulations curbing corruption internationally will be presented, including a whistleblower mechanism to protect whistleblowers. Participants will be introduced to ethical standards as a tool to promote a more positive public image of the administration in society, to limit and prevent corruption, transparency, accountability and responsibility in the work of institutions. An analysis will be made of the existing norms and ethical standards of integrity of civil servants at national and international level.

The aim of the training is to help build individual and institutional ethics in public administration employees, to form special habits for anti-corruption sustainability. Capacity will be built to analyse and implement the anti-corruption legislation. The role of prevention as a vital mechanism to counter corruption will be presented.

After the training participants will:

➢ are familiar with the legislation of the Republic of Bulgaria on anti-corruption and international experience in the fight against corruption;

➢ know the modern European standards for corruption prevention and counteraction applicable in Bulgaria;

Expected r e s u l t s

➢ know the modern forms, methods and means of corruption prevention, as well as the methods of action and assistance of the Ministry of Interior bodies aimed at counteracting corruption.
tion;

➢ know how to interact with institutions and bodies controlling the anti-corruption behaviour of employees and with the executive authorities;

➢ can independently detect corrupt behaviour of state administration officials.

Duration: 16 training hours (2 days) Period:
April - August Form of training: full-time
Fee: 200,00 BGN

Target g r o u p

Employees of the central and territorial administration, inspectorate staff, internal auditors, staff of human resources management units

Description

The training aims to help build capacity to counter conflict of interest in the performance of official duties. The course covers the basic concepts related to conflict of interest, its nature, specificity and importance for integrity in public administration. It explains the various means of preventing conflicts of interest - incompatibilities, prohibitions while holding public office and after leaving it, filing declarations, as well as the procedures for establishing conflicts of interest. The main practical problems are discussed based on the experience of the participants in the training through the prism of best practices and the legal framework.

Expected r e s u l t s

Upon completion of the training, participants will:
➢ know the basic provisions of the legal framework on conflict of interest;
➢ develop practical skills in the lawful application of the various means of preventing conflicts of interest;
➢ are familiar with the most common conflict of interest and disclosure cases, which present legal and factual complexities.

Duration: 8 training hours (1 day) Period: September - December Form of delivery: full-time
Fee: 100,00 BGN

Target g r o u p

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

Description

Integrity, integrity and ethics are not just moral categories related to the degree of mental maturity and self-sustainability. They are crucial for today's leaders and managers. Research reveals that they are often considered one of the most important qualities of a successful leader or credible expert. Moreover, most employees and executives are not very clear about what exactly constitutes ethical behavior and integrity, other than a vague sense of right and wrong, rules and compliance. This course is intended to provide an in-depth look at ethics, integrity and morality, will allow for the acquisition of skills to distinguish the various parameters that influence integrity and moral behavior of individuals, and will provide guidelines to ensure better integrity and ethical behavior in the organization.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ understand the deeper meaning and implications of ethics, integrity and morality with insights from psychology based on personality typology provided in the form of case studies and role-playing games;

➢ learn some valuable lessons and strategies to improve the culture, integrity and ethics of employees and leaders in their organisation, including useful questions exploring integrity;

➢ have a better understanding of the environments 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 training hours (2 days) Period:
September - December Form of training: full-time
Fee: 200,00 BGN

e

EI-4 Bribery of foreign officials and whistleblowing

The aim of the module is to familiarize the participants with the current legal framework for combating under-

the specifics of the crime of bribery of foreign officials, the means of identifying cases of bribery of foreign officials and subsequent communication with the authorities of the Ministry of Interior and the Prosecutor's Office.

EI-5 Code of Conduct for Employees - Functions and Key Acts

The module is intended for all administrative staff. The e-module aims at

to introduce the participants to 3 main topics: codes of ethics - nature and meaning; code of ethics as a tool for prevention; code of conduct and ethical infrastructure.

Law Enforcement Programme

The purpose of the courses in this programme is to contribute to the improvement of the professional competence of the central and territorial administration employees, who are involved in the development and implementation of various legal acts, on the quality of which, to a high degree, depends the successful implementation of public policies. The courses of the programme reflect the latest changes in the field of administrative services, public procurement, organisation of document flow, etc.

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

Target group

Managers and employees in expert positions in legal directorates, legal advisers, legal representation, employees with legal education in the state administration with interest in the above-mentioned topics.

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 administratively and in court. All stages of the administrative process - issuance, control and execution of administrative acts - are covered. 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 practically oriented and includes case work.

Expected results

Upon completion of the training, participants will:

➢ know the systematics and logic of the administrative and judicial proceedings regulated in the Administrative Procedure Code;

➢ develop their skills in the proper application of its provisions in the process of issuing and implementing administrative acts and increase the efficiency in the process of drafting not of administrative acts;

➢ have knowledge of the enforcement of administrative acts and court decisions, as well as the procedure for establishing administrative offences and imposing administrative penalties under the procedure of the APC;

➢ contribute to ensuring a high level of service and trust in relations with citizens and organisations.

Duration: 16 training hours (2 days) Period of training: April - August Form of training: attendance Fee: 200,00 BGN

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

Target group

Executives and employees in expert positions, without legal education, with professional interest in the above-mentioned topics

Description

The focus of the course is on the conditions, norms and rules, the compliance with which ensures the legality in the implementation of the activities of the public administration and helps to achieve timely, competent, transparent, predictable, accessible and effective administrative management. The basic principles of the administrative process, as well as good administrative and judicial practice, are covered. Particular attention is paid to the concepts and procedures for the issuance of individual and general administrative acts, the requirements for their legality and the means of protection against unlawful acts, unjustified actions and omissions of the administration. The aim of the course is the formation of knowledge and skills for law enforcement as a tool for increasing administrative capacity and for the implementation of anti-corruption policies. The course has a practical orientation and includes case studies.

Expected results

Upon completion of the training, participants will:

➢ have knowledge of the Administrative Procedure Code and will develop skills for the correct application of its provisions in the process of issuing and implementing administrative acts;

➢ understand the basic principles of administrative law and processes;

➢ build skills for implementation as an important aspect of good governance;

➢ know the consequences of the issuance of unlawful administrative acts, unlawful actions and omissions of the administration;

➢ have a better knowledge of the case law in relation to the lawful development of the procedure for issuing administrative acts and the civil service.

Duration: 16 training hours (2 days) **Period:** September - December **Form of delivery:** full-time
Fee: 200,00 BGN

PR-3 Practical Problems of administrative offences and penalties (for lawyers)

Target g r o u p

Employees in managerial and expert positions in legal directorates, legal advisers, legal representation, employees with legal education in the public administration with interest in the above-mentioned topics.

Description

The course examines the fundamentals of administrative penal policy and practice. It analyses the phases and stages of the administrative penal process and the relevant case law. Best practices for achieving the legal objectives of administrative punishment are discussed. Emphasis is placed on updating the regulation of some traditionally existing institutes in the field of administrative punishment, as well as on the introduction of the institute of the agreement in the general administrative punishment law. Some special administrative punishment provisions and their relation to the general administrative punishment law are also examined in the training.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ have a deeper knowledge of the procedure for establishing administrative offences;

➢ have in-depth knowledge of the proceedings before the administrative sanctioning authority; pro-conclusion on judicial review of the acts of the administrative sanctioning authority before the the district court and the cassation proceedings;

➢ have a better knowledge of the case law on administrative offences and penalties;

➢ know the best practices to achieve the legal objectives of administrative punishment.

Duration: 16 training hours (2 days) Period of training: April - August Form of training: attendance Fee: 200,00 BGN

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

Target group

Employees without legal education, who carry out control, supervisory or administrative-criminal activities or have an interest in the subject under consideration

Description

This course examines the basics of administrative violations and punishments. In particular, the participants are introduced to the following procedures: the proceedings for the establishment of administrative offences, the imposition and execution of administrative penalties; the termination of administrative penalty proceedings; the conclusion of administrative penalty proceedings with a warning in the case of a minor case; the conclusion of an agreement in administrative penalty proceedings. Attention shall also be paid to pecuniary sanctions against legal persons and sole traders. The training focuses on the recent amendments and additions to the Administrative Offences and Penalties Act (AOPA), as well as on the new provisions in court proceedings. Good practices for achieving the legal objectives of administrative punishment are discussed. The training is practical and includes learning activities to consolidate the knowledge acquired during the course.

Upon completion of the training, participants will:

Expected results

➢ understand the basic provisions on administrative offences and penalties;
➢ know the phases and stages of the administrative criminal procedure;
➢ acquire knowledge on the procedure and conditions for drawing up administrative offence reports and the issuance of reports by the administrative sanctioning body;
➢ become familiar with best practices for achieving the legal objectives in administrative enforcement.

Duration: 16 training hours (2 days) Period:
September - December Form of delivery: full-time
Fee: 200,00 BGN

PR-5 Issuance, control and execution of individual administrative acts on spatial planning

Target group

Employees in managerial and expert positions in the central and territorial administration with spatial planning functions and in the Directorate for National Construction Control (DNSC)

Description

The aim of the course is to improve the qualification of officials and authorities with powers and functions under the Territorial Planning Act (TPA) in their exercise to respond to new developments in legislation and 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 types and the criteria for their differentiation. The procedures of approval and amendment of spatial development plans, the processes of investment design and the issuance of building permits are examined. Attention is paid to the powers of the authorities to approve illegal constructions and their removal. The course also covers the means of protection of citizens and organizations against acts on spatial planning, their implementation and control over implementation. The training also contains a practical part - real practical problems in the form of case studies and is enriched with current case law.

Expected results

After the training participants will:

➢ know the specific requirements of the Planning Act and its implementing regulations in the process of issuing and implementing administrative acts on planning of the territory;

➢ have a better knowledge of the powers of the administrative authorities in the procedures for the issuance, control and enforcement of administrative acts on spatial planning; and will acquire sustainable knowledge of the rights and obligations of the participants in proceedings under the LRA;

➢ know the means of implementation of administrative acts on territorial planning and will understand the specifics of the control over these acts;

➢ know the means of protection of interested persons against administrative acts on spatial planning and against actions for their implementation.

Duration: 8 training hours (1 day) Period of training: April - August Form of training: attendance Fee: 100,00 BGN.

Note	Prerequisite for full participation in the course: for more effective practical work during the course we recommend that participants:

Prerequisite for full participation in the course: for more effective practical work during the course we recommend that participants:

➢ have a profile in the CAIS EOP test environment (in a contracting organisation), available at https://app-test.eop.bg

➢ have an electronic signature to carry with them during the course.

➢ have passed e-learning module PR-16 "Working with Centralized Automated Information System (CAIS) "Electronic Public Procurement".

Instructions for registering in the system and attaching an electronic signature to a user profile are available in the section "CAIS EOP - Up-to-date instructions and videos" of the Public Procurement Portal, as well as in the CAIS EOP Guide for Contracting Authorities.

Target g r o u p

Management and expert staff directly involved in the procurement process; staff with authority in the field of methodology and control of expenditure through public procurement; staff whose work is related to the application of the Public Procurement Act and who wish to deepen their knowledge in this field.

Description

The course examines the legal framework, principles and rules for lawful public procurement. It focuses on the stages of forecasting, planning and preparation of public procurement as key to successful procurement. The preparation of the procurement documents - decision, notice and documentation, as well as the main points of the conduct - change in the terms and conditions of the contract after publication, the work of the evaluation committee, the appointment of the contractor, the conclusion and management of the procurement contract are examined.

The main thematic focus is the practical use of the Centralised Automated Information System "Electronic Public Procurement" (CAIS EOP) in all stages of the public procurement cycle. Participants are introduced to the new points in the Public Procurement Act and the Public Procurement Procedures Act, as well as the new templates for disclosing information in the Public Procurement Register and the Official Journal of the EU.

Examples and case studies from practice are discussed. Participants are introduced to trends in public procurement - strategic procurement, professionalisation, use of electronic procurement techniques and tools.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ are familiar with the new changes in the Public Procurement Act and the relevant regulatory framework at national and European level;

➢ have increased their skills in the lawful preparation and conduct of public procurement procedures;

➢ have practical skills in working with the EOP CAIS;

➢ are familiar with the most common mistakes made by contracting authorities at each stage of the procurement cycle and will have guidance on how to avoid them;

➢ know the trends in public procurement and the opportunities for applying innovative approaches and electronic techniques and tools in practice.

Duration: 16 training hours (2 days) Period of training: all year round Form of training: attendance Fee: 200,00 BGN.

Target g r o u p

Employees who have attended the course PR-6 "Implementation of the Public Procurement Law - current changes and practical work with CAIS EOP"; employees whose work is related to the implementation of the Public Procurement Law; employees wishing to upgrade their knowledge in this area

Description

The course examines issues related to the case law on the Public Procurement Act - both the case law of the Court of Justice of the European Union and the case law of the national courts in the field of award and performance of public contracts. The course presents fundamental decisions of the CJEU on the scope and effect of European directives in the field of public procurement, and on procedures for the award of public contracts of trans- national interest. Through the case-law of the CJEU, the basic principles of public procurement, the obligations of contracting authorities to be transparent, to ensure a level playing field for tenderers, the possibilities to modify the terms of a contract after it has been advertised, etc. are analysed.

The other important focus of the course is the practice of the CPC and the Supreme Administrative Court on the application of the basic principles and rules of the law in the different stages - announcement, examination and evaluation of tenders, award of public contracts, the legal position of third parties, conclusion and amendment of a contract for the award of a public contract, legal remedies and consequences in case of unlawful award of a public contract. In addition, the latest amendments and additions to the Public Procurement Act will be discussed. The aim of the training is to deepen the knowledge and skills to apply the law in the public procurement process.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ acquire practical knowledge of the main regulations in the field;

➢ have a better knowledge and understanding of European procurement rules;

➢ deepen their knowledge and skills in the proper conduct of public procurement procedures;

➢ know the Bulgarian and European case law on the main issues of the Public Procurement Act.

Duration: 8 training hours (1 day) Period:
September - December Form of delivery: full-time
Fee: 100,00 BGN

Target group

Employees of the central and territorial administration, who have the functions of receiving, registering and examining signals of violations; employees of the competent authorities under Article 20 of the LPPSPOIN Act

Description

The training is aimed at improving the understanding of the scope of the HIPAA. The course will clarify the conceptual apparatus of the new law, in particular notions such as: whistleblower/affected person; public interest; working context; persons related to the w h i s t l e b l o w e r ; r e s p o n s e s ; obliged subjects; officials responsible for dealing with whistleblowers; competent authorities, etc. The requirements for the establishment of the internal channels will be explained, as well as the functioning of the External Whistleblowing Channel of the Data Protection Commission as the central authority. Practical advice and guidance will be provided on the establishment and maintenance of the register referred to in Article 18(2) of the PIPEDA, as well as explanations on the implementation of Regulation № 1 of 27 July 2023 on the maintenance of the register of whistleblowers referred to in Article 18 of the PIPEDA and on the referral of internal whistleblowers to the PIPEDA. An essential element of the training is the confidentiality measures for dealing with whistleblowers, as well as measures to support persons entitled to protection under this law.

Expected r e s u l t s

Upon completion of the training, participants will:

➤ know the legal requirements for the establishment of the internal channels as well as the functioning of the External Whistleblowing Channel of the Commission for Personal Protection. Data;

➤ understand the purpose of the PIPEDA as a legal instrument to counter violations affecting the public interest;

➤ apply the methodological guidelines of the CPC on the application of the HIPAA.

Duration: 8 study hours (1 day) Period: year-round Form of delivery: attendance Fee: 100,00 BGN.

PR-9 European Union Law and its Application in Bulgaria

Target g r o u p

Employees in managerial and expert positions in the public administration, who have the interest to update and enrich their knowledge on the subject matter in view of its practical importance for the fulfilment of the main commitment of the membership - the knowledge, implementation and correct application of the EU law in Bulgaria.

Description

The aim of the course is to develop the knowledge, skills and understanding of the Bulgarian officials about the specificity and role of EU law, as well as their practical work on the proper implementation and application of EU law in Bulgaria. The course examines and analyses key issues concerning: the nature and uniqueness of the EU legal system, the sources of EU law, the specific legislative process in the EU, the principles of implementation of EU law in the states - supremacy and direct effect (with an analysis of the case law of the Court of Justice of the EU on the issue), the responsibility and obligations of the Bulgarian administration for the implementation and enforcement of EU law in Bulgaria.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ have a better knowledge and understanding of the EU legal system and legislative process;
➢ know the nature and meaning of different types of EU acts in order to develop skills in their interpretation and correct application;
➢ develop their knowledge and skills on the process of implementation and enforcement of EU law in Bulgaria;
➢ deepen their understanding of the responsibility and role of the Bulgarian administration for the implementation of key EU membership commitments.

Duration: 16 training hours (2 days) Period:
September - December Form of delivery: full-time
Fee: 200,00 BGN

PR-10 Court of Justice of the European Union and key proceedings before it

Target group

Employees in managerial and expert positions (including lawyers, legal advisors, n o n - l a w y e r s) with an interest in this important but less known topic in the public administration

Description

The aim of the course is to develop the knowledge and understanding of Bulgarian officials on the important role of the CJEU and its case law in the interpretation and application of EU law, which is essential for the work of public administration. The course deals with issues related to the characteristics of the Court of Justice and the EU judicial system, the powers of the CJEU, the nature of the preliminary ruling procedure and the infringement procedure under Articles 258-260 TFEU as key proceedings before the CJEU. Special attention is paid in the training to the manner of referral to the CJEU by the national authorities and to the already accumulated Bulgarian case-law in this area (with analysis of Bulgarian acts on reference for a preliminary ruling and conclusions of the CJEU).

Expected r e s u l t s

Upon completion of the training, participants will:

➢ understand the role and importance of the CJEU and its case law in the interpretation, development and application of EU law;

➢ know the key proceedings related to the powers of the CJEU - preliminary ruling and i n f r i n g e m e n t procedure, which directly affect the work of the Bulgarian Administration;

➢ understand what is the responsibility and involvement of the Bulgarian administration in these proceedings.

Duration: 12 hours (1,5 days) Period: September - December
Fee: 150,00 BGN

PR-11 Legal regime of e-government

Target g r o u p	Employees in managerial and expert positions in central and territorial administration

Description

The implementation and use of information technology by public authorities is often denoted by the term e-government and the related term e-government. The rapid development of information and communication technologies (ICTs), their penetration into all spheres of public life and the advantages they have, make it impossible to isolate them from the processes related to government. The state organisation is entering a new state of transition through ICT. Building e-government is a priority at both European and national level. Particularly marked internationally is the trend to place e-administrative procedures as the central object of normative efforts in the field of e-government in order to rationalise the way administration works. This, in turn, means structural and procedural changes, which in the rule of law are determined through legal regulation. Knowledge of the latter is key to understanding the operation of the state in an electronic environment.

Expected r e s u l t s

Upon completion of the training, participants will:
- ➢ know the legal framework in the field of e-government and e-governance;
- ➢ know the strategic objectives in the field of e-government and e-justice;
- ➢ Understand the principles of e-government as enshrined in legislation;
- ➢ have knowledge of the handling of electronic documents by administrative bodies - the processing of documents by administrations is carried out in accordance with a number of rules and is denoted as "internal document flow";
- ➢ have knowledge in relation to the provision of electronic administrative services - electronic administrative services are the main manifestation of e-government and have a central place in the arrangement;
- ➢ have knowledge in relation to the exchange of electronic documents between administrative bodies, which is also referred to as "document flow".

Duration: 12 training hours (1,5 days) **Period:** September - December **Form of training:** full-time
Fee: 150,00 BGN

e

PR-12 Organization of Document Flow in the Public Administration

This module provides an overview of the legal framework related to the exchange of electronic documents and the handling of paper documents, their archiving, preservation and storage. It presents the main points in the organisation of work in the e-exchange of documents in the administration: receipt of e-messages and electronically signed documents, in compliance with the Law on e-Government and its sub-regulations.

IP-13 Needs forecasting and procurement planning

The module aims to introduce students to needs forecasting and procurement planning as part of the public procurement (PP) lifecycle, to present basic rules and common mistakes in needs forecasting and PP planning, and to present methods and techniques applied in needs forecasting and PP planning.

PR-14 Legal framework for the protection of personal data

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

IP-15 Evidentiary value of the electronic document

The module is aimed at familiarising civil servants with the provisions of ICT law in national and European legislation, which regulate legal statutes and substantive rights, but mainly describe the procedures for working in an electronic environment. The module deals with the different aspects of the evidentiary value of an electronic document.

ПР-16 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 to
Developing knowledge and skills to work with CAIS EOP, creating habits to work in an electronic environment, shortening the timeframe for the work of the commission and gaining confidence in the participants of the training. Each topic is accompanied by brief instruction on the key points of that particular lecture.

IP-17 Data regulatory framework in the context of the European Data Strategy and OECD legal instruments - new

The module is aimed at introducing participants to the European Concept of Spaces
data, as well as the EU and OECD legal and regulatory framework in the field of data. The key role of data and data legislation in digital transformation in line with the 2030 digital goals; the legal, economic and technical issues that lead to under-use of data; and the mechanisms to promote the use of more data for better decision-making and better public service delivery by public administrations will be addressed.

Digital competence programme

This programme is structured according to the key areas of the European Digital Competence Framework (DigiComp 2.1.), which are:
• Information and data
• Communication and cooperation
• Content creation
• Safety
• Problem solving

The content of the courses included in the programme is also in line with the results of the IPA survey on the level of digital competence in public administration.

The overall objective of the programme is to provide diverse opportunities in terms of content and form to prepare employees for successful work in the conditions of intensive digital transformation and building a cy- nform administration.

The courses in this programme are designed for managers and experts from central and territorial administration. In order to ensure homogeneity of the groups, some of the courses have prerequisites for participants.

Most of the courses aim at mastering intermediate level skills in the different areas. This level involves independently dealing with a wide range of practical issues and tasks requiring the creation, processing and editing of content, the use of various communication and collaboration tools, data analysis and visualisation, dealing with basic technical problems, etc. For the development of some digital skills, courses are also included in the programme to cover higher, professional level requirements.

DK-1 Spreadsheets (ECDL)

Target g r o u p

Employees who need a systematic basic knowledge of spreadsheets

Description

This course teaches the basic operations involved in developing and formatting spreadsheets, as well as applying simple mathematical and logical formulas. Spreadsheet applications are used for fast and accurate calculations and data formatting. The potential of spreadsheets is practically unlimited - they are used for financial documents, reports, invoices, processing of survey information, statistical analyses, income and expenditure calculations. Appendices are also used as a versatile tool for summarizing data, the simplest way being to present it in charts.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ know how to use spreadsheet software applications;
➢ can create worksheets as part of the document, delete and rename worksheets;
➢ can format spreadsheets, edit rows and columns;
➢ can use the most commonly used functions and can create mathematical and logical formulas;
➢ know how to format numeric and text content of spreadsheets;
➢ have the skills to make additional page adjustments in the document worksheets, to spell check and to final print the document.

Duration: 10 training hours Period: April - August Form of training: e-course with a lecturer Fee: 125,00 BGN

DK-2 Spreadsheets (ECDL)

Note

Prerequisites: Course participants must have basic skills to:
- ➢ creating new workbooks, selecting areas of cells, actions with worksheets;
- ➢ compiling formulae for calculation using arithmetic signs;
- ➢ using Sum, Average, Max, Min, IF functions;
- ➢ cell formatting, number formatting;
- ➢ working with headers and footers and print layout.

Target g r o u p

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

Description

In this course, participants will build on their practical spreadsheet skills and master some advanced spreadsheet application features that can be used to create complex reports and summaries.

Expected r e s u l t s

Upon completion of the training, participants will:
- ➢ can apply advanced formatting options such as conditional formatting and custom number formatting;
- ➢ know how to use functions for logical, statistical, financial and mathematical calculations;
- ➢ know how to create charts and apply advanced c h a r t formatting;
- ➢ can work with tables and lists, filtering and sorting data;
- ➢ know how to implement s p r e a d s h e e t protection options.

Duration: 10 training hours
Period: September - December
Form of training: e-course with lecturer
Fee: 125,00 BGN

DK-3 Information and Media Literacy

Target g r o u p

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

Description

The European Commission defines media literacy as "all the technical, cognitive, social, civic and creative capacities that enable us to access and critically understand and interact with the media". The aim of this course is to enhance the digital competence of administrative staff by providing them with key knowledge and skills related to information and media in a digital environment, ways of analysing different viewpoints on the web, and rules for assessing the quality and credibility of data sources on the internet. Participants will also learn important ethical rules for behaviour and communication in a digital environment.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ be able to critically evaluate 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 for behaviour and communication in a digital environment.

Duration: 10 training hours Period: April
- August Form of training: e-course with
a lecturer Fee: 125,00 BGN

DK-4 Introduction to Digital Rights

Target g r o u p

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

Description

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

The aim of this course is to broaden the knowledge of administrative staff on communication rights, focusing on the basics of data protection and privacy, intellectual property rights and cyber security and hybrid threats. Particular attention is paid to specific community standards for social networks. The course continues with the examination of freedom of expression and access to information issues begun in the Information and Media Literacy course.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ have knowledge of so-called digital rights;

➢ know the risks associated with sharing personal data and interfering with citizens' privacy;

➢ can navigate the Facebook and Twitter (X) rules that allow for privacy information management;

➢ will be able to differentiate between the different intellectual property rights and will know the basic provisions of their legal framework in the EU and Bulgaria, as well as the importance of the culture of dispute resolution.
sharing, open knowledge and open culture;

➢ know the EU concept of hybrid threats and cyber security requirements.

Duration: 12 training hours (1,5 days) Period:
September - December Form of training: e-course
with lecturer
Fee: 150,00 BGN

DK-5 Collaborative work in a digital environment

Target g r o u p

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

Description

Digital technologies offer different and flexible opportunities for collaborative work, as is often required of employees when working on projects, teamwork on the preparation of analyses, reports, plans, programs, etc.

The goal of this course is to develop skills in using Google and MS Office 365 tools to collaboratively produce and coordinate a variety of Word and Excel documents through synchronous or asynchronous communication. The application of such skills contributes significantly to a more optimal use of resources and to increased employee productivity.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ can use basic Google and MS Office 365 tools to share content and collaborate on various Word and Excel documents;

➢ are able to perform synchronous and asynchronous communication when working together in a digital environment;

➢ know how to use the possibilities of digital technologies to optimize the collaborative work of teams, working groups or individual units in the administration.

Duration: 10 training hours Period: April
- August Form of training: e-course with
a lecturer Fee: 125,00 BGN

EQ-6 Skills for working with presentation software

Target g r o u p

Managers and employees in expert positions who have to develop presentations to present results, ideas, solutions, etc. to different audiences

Description

In this fully e-learning course led by a lecturer, knowledge and skills in presentation software are developed. The commitment of the participants is on average 5 hours per week.

The course focuses on the potential of PowerPoint 2016 as one of the most popular tools for visualizing ideas and on using it to make a persuasive and impactful presentation to an a u d i e n c e . Participants will be able to learn useful skills for planning and structuring a presentation, as well as for effectively combining the opportunities provided by PowerPoint to develop products with this software.

The training is also suitable for trainees who wish to upgrade their skills in using PowerPoint 2016 presentation software.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ can plan, design and create a logically coherent presentation structure, consistent with pre-set objectives;

➢ can visualize tabularly and graphically statistical information of various nature and represent different processes and algorithms using organizational charts;

➢ be able to illustrate the main features of specific products and services through different types of media (text, graphics, animation, audio, video, etc.) and integrate these types media into a common product;

➢ know the possibilities of different types of cloud technologies for publishing developed author multimedia materials in order to reach a larger audience.

Duration: 10 lessons
Period: September - December
Form of training: e-course with lecturer
Fee: 125,00 BGN

SC-7 Promotion of activities of public institutions on social networks

Note

It is recommended that before enrolling in the course, participants have completed the e-learning module DK-17 "Social Networks in the Public Sector - Creation and Management".

Target g r o u p

Experts responsible for maintaining the communication channels of public institutions

Description

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

Expected r e s u l t s

Upon completion of the training, participants will:
➢ can use social networks to promote their administration's activities;
➢ know how to use the specifics of different social networks;
➢ know how to communicate in a proper and interesting way with civil society.

Duration: 12 training hours - 4 training hours e-learning module and 8 training hours (1 day) face-to-face training
Period: September - December
Form of training: mixed
Fee: 150,00 BGN

Target g r o u p

Managers and expert staff in central and territorial administration whose duties include preparing and conducting public consultations, stakeholder consultations and engagement, key decision-making, leadership.

Description

Nowadays, management positions and expert positions require people who have outstanding leadership qualities, who relate to people, communicate well in both real and virtual environments, and have social influence. The topic is highly topical and puts at stake the long-term and sustainable success of public figures, young leaders, experts and managers at every level. All people at leadership level will increasingly depend on online communication skills. This course looks at dialogue, and digital presence in particular, as a powerful tool for effecting change at the individual level, but also within organisations. It explores approaches through which executives can position themselves, build an understanding of digital leadership and social influence, select the right messages, channels to better communicate with different stakeholders, internal and external audiences.

The course explores the following topics:
➢ Basic principles of participation;
➢ Levels of engagement in a digital environment - informing, consulting, involving, collaborating, co-decision making;
➢ A culture of using digital space, channels and messages;
➢ Elements and prerequisites for effective and engaging messages, content and social themes;
➢ Methods of coping and dialogue online;
➢ Case studies and examples.

The training is highly interactive and tailored to the specific issues and case studies of the participants for each group, who are given the opportunity to put what they have learned into practice and receive feedback. The collaborative innovation approach, also called 'participatory leadership', is widely used in the European Union institutions and in public administrations of Member States, both to improve internal efficiency and in their work with citizens and other stakeholders. It has also been successfully applied to build digital presence and leadership in the digital environment for successful positioning.

Upon completion of the training, participants will:
➢ know the tools and basic principles of digital presence;
➢ can work towards their own sustainable positioning and communication success.

Expected r e s u l t s

Duration: 12 training hours - 4 training hours in an e-learning environment and 8 training hours (1 day) of face-to-face training
Period: September - December
Form of training: mixed course
Fee: 150,00 BGN

DK-9 Countering misinformation

Target g r o u p

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

Description

In order to participate fully in modern communication processes, public servants need to have a basic orientation about the sources of information, the identification of reliable and unreliable sources, and the verification of facts. Furthermore, they are responsible for the accurate and rigorous implementation of the European Union's measures to counter disinformation and hybrid threats. State and municipal administrations must not allow themselves to be used as vehicles for rumours, disinformation or conspiracy theories. This was particularly evident during the Covid campaign, when the so-called infodemic inflicted damage in parallel with the pandemic. In the context of war in Europe, countering disinformation, propaganda and hybrid threats can also be seen as an element 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 legal framework, to which participants can always refer for reference if necessary. Behaviour in specific situations will also be analysed.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ become familiar with the nature of disinformation, propaganda, hybrid threats, fake news as risks threatening informed decision-making;

➢ learn about the importance of countering misinformation for public health and public order, as well as for the state of democracy and the protection of rights.
of citizens;

➢ be familiarised with the European approach to countering disinformation, the role of the different institutions and the measures they take;

➢ be aware of their rights and obligations as participants in modern digital communications, to counter misinformation and their responsibility to prevent
misinformation when creating and sharing content;

➢ learn about the risks of using and distributing content, in particular the role of platforms, and EU legislative efforts to reduce misinformation.
online;

➢ gain a deeper understanding of the sanction mechanism applied by the European Union in relation to the destabilisation of the situation in Ukraine, requiring the restriction of propaganda
media on the territory of EU countries;

➢ the idea of a law against fake news, forms and ways for more complete, qualitative and adequate information of citizens will be discussed.

Duration: 12 training hours
Period: September - December
Form of training: e-course with lecturer
Fee: 150,00 BGN

Note	If you select this training, we recommend that you select and complete the SC-11 Methodology for Risk Assessment and Incident Management for Information and Cyber Security - New.
Target g r o u p	Staff in managerial and expert positions in central and territorial administration who are not IT experts
Description	In the last decade, all people have become virtually connected and much of the information - personal and professional data - is also stored in the digital environment (cyberspace). The aim of this course is to introduce participants to current threats to information and to themselves, as well as methods to protect themselves from the most common techniques and tactics used to hack systems and people. The course focuses on technical threats and those specifically designed for humans - social engineering and disinformation, with a focus on cyber security. Basic information and cyber security literacy is more important than even basic computer skills. Because even if you don't use email, word processing or e-tabs, you use chat, smart phones and social media. By completing this course, participants will increase their knowledge of cyber security for themselves, their organisation and their family.

Upon completion of the training, participants will:

Expected r e s u l t s

- ➢ find and confirm their personal role in protecting information;
- ➢ Understand the definitions of cybersecurity, cyberspace, information protection;
- ➢ learn about the most popular techniques and tactics for hacking systems and people;
- ➢ learn ten personal data protection techniques and be able to apply them;
- ➢ increase their knowledge of cyber security and be introduced to the idea of digital hygiene so they can easily pass on what they have learned;
- ➢ know how artificial intelligence is used in cybersecurity and get to know the ways of malicious use.

Duration: 8 training hours (1 day) Period of training: April-August Form of training: full-time Fee: 100,00 BGN.

Note

We recommend that you also take UM-11 Risk Assessment and Incident Management Methodology for Information and Cyber Security and DK-10 Introduction to Information and Cyber Security (for non-IT experts) - New.

Staff in managerial and expert positions in the central and territorial administration who are not IT experts

Description

The course focuses on the theory of risk management and incident management and is designed for all administrative staff who are interested in furthering their knowledge of risk assessment and incident management. During the training, a workshop is conducted in which participants develop risk management plans in groups.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ become familiar with information security and cyber risk management standards;
➢ understand what risk is and how it is assessed, how risks are influenced and managed;
➢ deepen their understanding of threats, risks and incidents;
➢ become familiar with incident management methodology;
➢ develop i n c i d e n t recording and reporting skills;
➢ build incident response skills;
➢ understand what they need to do to preserve digital evidence and prepare for cyber incident investigations;
➢ imply threat and threat agents to a virtual organization;
➢ assess the risk of vulnerabilities associated with threats and will create an incident response plan in a hands-on activity.

Duration: 16 training hours (2 days) Period: September-December Form of training: full-time
Fee: 200,00 BGN

Target g r o u p

Managers and experts from IT units of central and territorial administration

Description

Cybersecurity is about knowledge, risk assessment, risk management and constant readiness to respond to an attack and to manage incidents properly. This requires IT experts to train together and participate in simulations.

In this course, participants will be introduced to and demonstrated real threats, as well as offered tactics for monitoring and incident management and response. Training in a cyber polygon and simulated attacks and attempts to contain them are planned.

Expected r e s u l t s

Upon completion of the training, participants will:

➢ understand what the current threats are;
➢ can understand MITTRE attack techniques and tactics;
➢ can use and install open s o u r c e vulnerability scanning tools;
➢ can use an open source SIEM;
➢ can send friendly phishing emails to test your organization;
➢ participate in a cyberpolygon training session;
➢ receive information about the cybersecurity communities in Bulgaria and will be able to become part of them.

Duration: 16 training hours (2 days) Period: September-December Form of training: full-time
Fee: 200,00 BGN

DK-13 Electronic signature and electronically signed documents

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

The course deals with issues related to the technology for creating an electronic signature, qualified electronic signature (QES), Certificate for qualified electronic signature.
The topics covered a r e :

➢ Types of electronic s i g n a t u r e certificates;
➢ Basic requirements of Regulation 910/2014 EC;
➢ The Electronic Document and Electronic Certification Services Act (EDCSA);
➢ Working with electronically signed documents;
➢ Multiple signing;
➢ Signing emails using an e m a i l client;
➢ Processing, storing and sending electronically signed documents.

Emphasis is placed on the essence of the electronic signature as well as its structure. Participants will learn about the possibilities of signing documents with built-in functionality of MS Word, MS Excel, MS Outlook and Adobe Acrobat reader DC in PDF format, PKCS#7 format. The training is entirely practical and a simulation of working with an e-signature certificate, smart card, smart card reader.

Upon completion of the training, participants will:
➢ know the main features of the electronic document and the electronic signature;
➢ have the skills to create and verify electronically signed documents.

Duration: 8 training hours (1 day) Period of training: April - August Form of training: attendance Fee: 100,00 BGN

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DK-14 Digital Europe

This module aims to raise the awareness of civil servants and to motivate them to actively participate in building the digital society in our country. It will present the EU policy on digital democracy, pluralistic digital media, the development of the digital single market, digital connectivity in the long term, cyber security, respect for citizens' digital rights, as well as extend the discussions on freedom of expression and access to information, intellectual property rights, data protection and privacy presented in the training sessions "Information and Media Literacy" and "Introduction to Digital Rights".

DK-15 Interactive video and online presentations with Prezi

The module is designed for all administrative staff and aims to develop knowledge and skills in presentation software using the Prezi online platform. It explores how to create presentations that are adaptable to different audiences. Also presented are the possibilities of working together in Prezi on top of a specific product remotely, recording online video and integrating it with a previously created presentation. Attention is paid to Prezi Design, an application that enables the creation of print and web-based posters, posters and social networking posts.

DK-16 Personal Data Protection in the Digital Environment

This e-module will introduce you to the rules of data protection in a digital environment. It covers three main topics: the basics of the legal framework, compliance with legal obligations to provide/publish information and guidelines for the development of the European framework.

DK-17 Social Networks in the Public Sector - Creation and Management

The module is intended for all administrative staff. It discusses the main social networks that are currently in use (Facebook/Meta; Youtube; LikedIN; Twitter - X), how they differ from each other, what their specifics are, what is not necessary to know and what to pay attention to for a good presence on social channels.

DK-18 Cybersecurity: the Trojan Horse and Social Engineering

How can both computers and people be hacked, and why are these two aspects a fundamental cyber risk in the digital age in which we operate? These are the answers you will find in the basic e-learning self-study module. In it, you'll learn about the key characteristics of the Trojan Horse and social engineering as cyber threats, and get tips on what best practices to follow to avoid these threats and ensure information security in the workplace.

DK-19 New Technologies in Management - Cloud Technologies

The module is for all employees in the administration and aims to introduce them to the opportunities that cloud technologies provide in the field of public administration. It will look at the different applications of cloud technologies in both the private and public sectors and comment on the EU's efforts to develop open data.

DK-20 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, data-driven decision-making, data-driven decisions in public governance will be covered, as well as different open data platforms that can be used in research and analysis.

DK-21 New Technologies in Management - Artificial Intelligence and Machine Learning

The module is for all employees in the administration who wish to understand what is
The nature of machine self-learning models. The module explains the basic methods of machine learning, and the content is structured into the following main topics: nature of artificial intelligence; implementation of artificial intelligence; applications of artificial intelligence.

DK-22 New Technologies in Management - Blockchain

The module is designed for all employees in the administration and aims to familiarize them with blockchain technology: what is blockchain? What applications does it have and how can it be used in public administration? This module offers answers to these questions and pays particular attention to Europe's ambition to become a leader in the field.

DK-23 Fundamentals of remote sensing and GIS, high-value data processing

The aim of the module is to introduce public sector employees to the world of spatial
high-value data in the world of the possibilities and application of aerospace methods and tools in solving one of the most important problems of modern mankind, namely in the field of ecology and environment.
The subject of the course will be the methods, hardware and technologies used to obtain data and information from remote sensing and Geographic Information Systems (GIS).
Participants will be introduced to the Ministry of e-Government's Inspire Spatial Data Portal, its application and future policy; the
"Copernicus, the European Commission's flagship Earth observation programme.

DK-24 Application of electronic control systems

This module aims to familiarize civil servants with the functioning of the core systems of the single technological model for the interaction of the SA for requesting, paying for and providing electronic administrative services within the framework of e-government. The topic of strategy and planning of IT resource utilisation and technology and service management will be addressed. The e-Government architecture will also be discussed.

DK-25 Electronic Document and Electronic Signature (basic module)

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

Foreign Language Training Programme

In the context of our country's real membership in the EU, more and more employees have to use English in their daily work. This is the main reason for the growing interest in the IPA's foreign language programme, whose trainings are mainly intended for central administration employees.

In order to form more homogeneous groups, the IPA has published on its website a test for preliminary self-assessment and determination of the level of English language skills. Potential participants are advised to use the published test and the answer file to assess whether their level of language proficiency meets the specified requirements for the training they have chosen before selecting a specific course.

X-1 Communication skills in English

Target g r o u p

Employees of the central administration. Minimum level B1 of the Common European Framework of Reference for Languages is required

Description

The course develops communicative skills in English by learning and practising:

➢ Vocabulary and terminology for representing a position and institution in a business environment;
➢ specific phraseological combinations used in the course of business meetings, forums, discussions (expressing an opinion, summarizing previous statements);
➢ language and style of telephone conversation;
➢ format and style of a business letter, e-mail message;
➢ basic requirements for conducting business correspondence in English;
➢ specific structures according to the purpose of the letter/message;
➢ specific introductory, linking, summarizing words and expressions.

Upon completion of the training, participants will:

Expected r e s u l t s

➢ can present themselves and their own institution - structure, functions and administrative services;
➢ know and can apply business correspondence standards in English;
➢ know how to use a specific tone, language and style in correspondence (emails, letters);
➢ have the skills to prepare and conduct meetings, participate in discussions and work visits, and present a topic to an audience.

Duration: 40 lessons (10 days - 4 lessons per day)
Period of training: April - August Form of training: attendance Tuition fee: 300,00 BGN

S-2 English for dealing with the EU institutions

Target g r o u p

Central administration staff working with the EU institutions. Minimum level B2 of the Common European Framework of Reference for Languages is required

Description

This dynamic and practical course examines some of the most common terms related to the historical development of the EU, the name of its institutions, major policies, and the decision-making process.

Expected r e s u l t s

Upon completion of the training, participants will:
➢ have a better understanding of the terminology specific to the EU institutions;
➢ have the skills to communicate in English with the EU institutions;
➢ have the skills to participate in working groups of European institutions with English as the working language

Duration: 40 lessons (10 days - 4 lessons per day)
Period: September - December
Form of delivery: in person
Tuition fee: 300,00 BGN

III. ANNUAL FORUMS

In 2024, IPA will continue the tradition of organizing annual meetings and conferences for networking and development of different professional communities. Participation in such forums is a complementary learning opportunity through the exchange of new ideas, discussion of topical issues and exposure to best practices. The IPA will reinforce the practice of making greater use of digital technologies to stimulate communication and interaction between participants before, during and after the planned fora.

GF-1 Annual Meeting of Human Resource Professionals

Target g r o u p	Chief Secretaries, Secretaries of Municipalities, heads and staff of human resources units

Description

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

Duration: 3 days
Period of holding: may - june Form of holding: attendance Fee: 150,00 lv.
Contact: Radostina Dimitrova, E-mail: r.dimitrova@ipa.government.bg

GF-2 Quality Management in the Public Administration of Bulgaria

Target g r o u p

Senior and expert staff in administrations who have experience or ambition to implement quality tools that contribute to the improvement of their organisations. It is recommended that the forum also include senior managers and officials in high-level management positions, as the topic is in the area of public organisation management.

Description

One of the current challenges and trends in the development of the public sector is quality management in public organisations. That is why in 2024 the Institute of Public Administration, which also serves as the National Resource Centre for CAF, will organize a large-scale forum on quality in the Bulgarian public administration. Its main objective is to maintain the established and developed Bulgarian community of officials working to improve the quality of their administrations through the application of dedicated tools. During the forum specific issues will be discussed such as: what are the main quality tools used in Bulgarian organizations, what are the common problems in working with them, what are the factors for their successful implementation, what key achievements have been achieved through their implementation, which of them are particularly suitable for the specifics of the public administration.

Representatives of European institutions will also be invited to the event to share current trends in the development of quality in public administration in Europe, as well as new developments in the work of the international CAF community on the development of the model. Special attention will be paid to the issue of novelties and contemporary challenges in CAF work. Detailed information on eligibility and how to apply will be published on the IPA website by the end of May 2024.

Duration: 3 days
Period: June
Form of delivery: in person
Fee: 150,00 BGN
Contact: Mimi Yotova, E-mail: mimi.yotova@ipa.government.bg

GF-3 Summer Academy for Young Leaders

Target g r o u p

Civil servants in the central and territorial administrations who are up to and including 35 years of age and have passed the 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 focus of the Summer Academy will be on the management and use of data and data transitions in public administration. Participants will gain the knowledge and skills necessary to advocate for significant public projects and policies in the area of data, manage teams, and introduce data-driven innovations to help modernize public administration.

The training includes a combination of lectures and hands-on tasks, encouraging participants to demonstrate their leadership skills by developing new ideas, designing projects and using AI technologies to create prototypes. Lecturers at the Summer Academy are civil servants with extensive practical experience, diplomats and experts from international companies and institutions.

Detailed information on the conditions for participation, the application process and the required documents will be published on the IPA website by the end of June 2024.
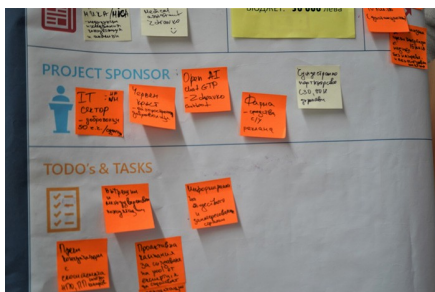
Duration: 5 days
Period: September, outside Sofia
Form of conducting: mixed
Fee: no fee
Contact: Tanya Ivanova-Chikova, E-mail: t.ivanova@ipa.government.bg

IV. COMPETITION FOR GOOD PRACTICES

The promotion of good practices in different areas of the public administration is one of the most effective ways to increase the professional competence and motivation of employees, to improve the organizational environment, to optimize processes and procedures and, as a result, to meet the heightened expectations of society. This understanding underpins a variety of initiatives that identify and promote innovative solutions for better governance in public administration, subordinated to the mission of service in the interest of citizens and society. The Good Practice Competition is a tra- dition of the IPA that supports this understanding, and promotes and encourages the principle of learning from the experience of others.

P e o p l e Management

This category will consider suggestions for good practices and original solutions related to employee engagement; assessing satisfaction and motivation levels; introducing new and alternative ways of learning and development at work; on-boarding programmes; identifying and retaining high-potential employees; improving working conditions (incl. effective methods of managing tele-work); implementing team-based work organisation; transferring practical experience and skills to ensure continuity

Technological solutions f o r open management and administrative s e r v i c e s

The initiatives and proposals evaluated in this category can be related to improving monitoring of policy implementation, conducting effective public consultations and impact assessment, introducing new tools for access to information, service and meeting the requirements of citizens and business for open government and quality administrative services, data exchange between administrations, dissemination of information on innovative practices with high added value from public and co

Social responsibility practices can present a variety of initiatives that go beyond the regulatory framework within which the organization operates. They can be directed both at the organisation itself (energy efficiency, recycling, stimulating volunteering among employees, etc.) and at society (implementing effective anti-corruption practices, new solutions to improve transparency and accountability to society, equality between citizens and employees, creating better conditions for access to administrative services for the disadvantaged, charity and green campaigns, etc.).

Social r e s p o n s i b i l i t y

Submission and evaluation period: April - October 2024.
Announcement of results and awarding of winners: January 2025.

Detailed information on the conditions for participation in the competition and the criteria for the evaluation of the pre-contest practices will be published on the IPA website by the end of March 2024.

Contact: Elena Dimkina, E-mail: e.dimkina@ipa.government.bg

V. INTERNATIONAL COOPERATION AND STUDY ABROAD

The Institute of Public Administration works in partnership with a number of European and international institutions to exchange best practices and provide training opportunities. Our long-standing partners are:

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

Japanese Masters Programme for Young Leaders

Target g r o u p	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 programme is organised by GRIPS University in Tokyo, Japan, and lasts one year. Upon successful completion, students are awarded a Master's Degree in Political Science. The program provides a full scholarship to students. Lectures are conducted in English (a minimum score of ILTS 6.0 or TOEFL score of 79 is required).

The Institute of Public Administration is the national coordinator of the programme and announces the call for candidates from the Bulgarian administration through a letter of invitation to all ministries and sub-ministerial authorising officers.

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

Contact: Aylin Niyazieva, E-mail: a.nyazieva@ipa.government.bg

Erasmus Programme for Public Administration

Target g r o u p	Civil servants with less than five years of professional experience in the field of European affairs
Description	The European School of Administration (EUSA) organises a ten-day training for public administration leaders from all EU Member States. The aim of the programme is to familiarise staff working in the field of European affairs with the functioning of the EU institutions. The programme is conducted in English and participants have the opportunity to visit the institutions in Brussels. The IPA announces the start of a selection procedure and collects application documents twice a year by letter to all ministries. The information is published on the IPA's inter- net website under "Training"-"Study Abroad Opportunity" - "Erasmus for Public Administration - Application Procedures".

Contact: Aylin Niyazieva, E-mail: a.nyazieva@ipa.government.bg

_____
(Full name of administration)

Topic*:_____

Target group:_____

A brief description of the training need and expected outcomes:_____

_____

_____

Preferred form of study:_____(face-to-face/electronic)

Preferred location (if request is for in-person training):_____

Preferred period:_____

Number of participants**:_____

Contact person:_____

Tel: _____ Mobile: _____ Email:_____

* If the training is on a course topic with a fee from the IPA catalogue, the corresponding signature is indicated after the topic.
** On-demand training is only available when a group of at least 15 participants is formed.

MANAGER: _____
(signature and seal)

FOR INSTITUTIONS
AND EXPERTS