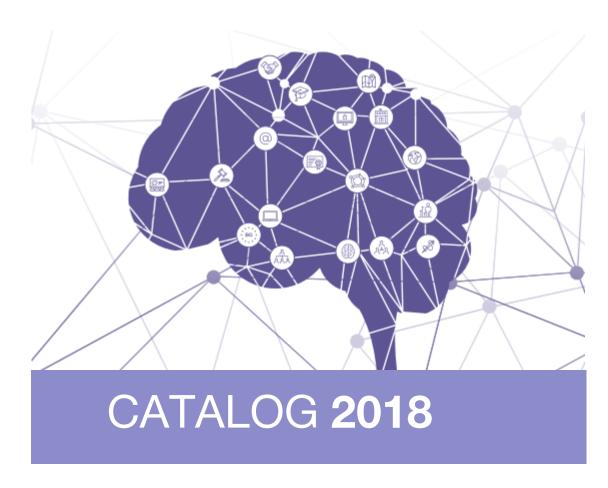






## INSTITUTE OF PUBLIC ADMINISTRATION



STRENGTHENING GOOD GOVERNANCE







## **Table of Contents:**

Terms and Co	onditions for Participation in Employees' Courses	2
	ompulsory Training Programme for Newcomers to Administrationpecialized Training Programme for Professional Development of Employees	
Efficient	Leadership and Management Practices	
A-1 Project m	anagement	11
A-2 Strategic	Leadership and Managing Change	12
A-3 Analytica	l Skills Development	13
A-4 Modern	Fools for Human Resource Management	13
A-5 Expertise	in Human Resource Management	14
A-6 Risk Man	agement in Public Sector Organizations	15
A-7 Emotiona	Il Intelligence in Personal Management	15
A-8 Commun	ication Skills Development	16
A-9 Mentor T	raining and Development in State Administration	17
A-10 Human	Resources Planning	18
A-11 Improvi	ng Selection Methods	19
A-12 Efficient	Team Management	19
A-13 Custom	er Relationship Management	20
A-14 Digital T	ransformation	21
A-15 Modelli	ng, analysis and Workplace Improvement	22
A-16 Innovat	on Lab	23
Public Policie	s Programme	24
B-1 Access to	Public Information	24
B-2 Working	n European and International Groups, Networks and Organizations	25
B-3 Policy An	alysis	25
B-4 Impact A	ssessment	26
B-5 Developr	nent and Implementation of Public Policies	27







B-6 Monitoring and Evaluation of Public Policies	27
B-7 Administration Skills for Joint Monitoring and Evaluation with NGO's – New	28
B-8 Public Consultation and Stakeholder Engagement	29
B-9 Open Data in Management	30
B-10 Ethics and Counteraction to Corruption Risk	31
B-11 Prevention of Corruption in the State Administration - New	31
B-12 Counteracting corruption in the State Administration – New	32
B-13 Internal Controls	33
B-14 Legislation and methodology for financial management and control	33
B-15 Performance Audit for the Administrations Activities	35
Law Making and Enforcement Programme	36
C-1 Practical Rulemaking	36
C-2 Implementation of the Administrative Procedures Code of Practice (for lawyers)	36
C-3 Application of the APC (attendance training for non-professionals)	37
C-3A Application of the APC for non-habilitates	37
C-4 EU Law and its application in Bulgaria	38
C-5 EU Judicial System and key proceedings before the Court	38
C-6 Law on State and Municipal Liability for Damage – New	39
C-7 Formal Administrative Writing Style	40
C-8 Organization of Document Transfer in State Administration	41
C-9 Implementation of Complex Administrative Service	41
C-10 System for the Official Issuing of Certification Documents – New	42
C-11 Implementation of Public Procurement Act	43
C-12 Practical Problems arising from Administrative Violation, and Punishment (for lawyers)	44
C-13 Practical Problems arising from Administrative Violation, and Punishment (for non-lawyers)	45
C-14 Implementation of the Concessions Act – New	45
C-15 Introduction to the General Data Protection Regulation (GDPR)– New	45







European Structural and Investment Fund Programme (ESIS)	46
D-1 Strategic, Institutional and Regulatory Framework for the Management of ESIF Funds	46
D-2 Programming of EU Funds: Evaluation of New Programmes	47
D-3 Development and Evaluation of Project Proposals – New	48
D-4 Contracting and Project Management – New	49
D-5 Financial Management of ECI Programmes 2014-2020	49
D-6 Project Verifications: Certification of Programmes and Irregularities	50
D-7 Audit of EU Funds: Imposition of Financial Corrections (justification, size, recovery, appeal and reporting) – New	51
D-8 Financial Engineering Instrument Management, 2014-2020 period (developed jointly with the JASPERS) – New	52
D-9 Cost Benefit Analysis in the Context of EU 2014 Programmes for the Period 2014-2020 (develope jointly with JASPERS)	
D-10 Monitoring of Programmes and Projects: Ensuring Publicity – New	53
D-11 Implementation of State Aid Regime – New	54
D-12 Fight against Fraud in EU Funds Absorption	55
D-13 Training for Work with ISM 2020: Monitoring and Financial Control	56
D-14 Training to Work with the EC System to Measure the Risk of Fraud and Irregularities	56
E-governance and Cyber Security	58
E-1 E-Management	58
E-2 Electronic Documents and Signatures	59
E-3 Development and Application of Cloud Computing in E-governance	60
E-4 Analysis and Visualization of Databases	60
E-5 Management and Effective Implementation of IT Projects	61
E-6 Computer Basics (by ECDL)	62
E-7 Networks - basics	62
E-8 Text Processing	63
E-9 Spreadsheets	63







E-10 Skills for Presentation Software	64
E-11 Interoperability and Information Security	65
E-12 IT Recourse Management and Cyber sustainability for the public sector – 5.5 days	67
E-12.1 Strategic Management of IT Organizations – 1 and a half days	67
E-12.2 IT Development for E-governance – 1 and a half days	67
E-12.3 Management of IT Organization	68
Regional and Local Governance	69
F-1 Local Development Strategies and Policies	69
F-2 Supervision of Municipal Legislation	70
F-3 Crisis Management and Disaster Protection	71
F-4 Specific Skills for working with Third-country Nationals	72
F-5 Digital Transformation in Local Authorities	72
F-6 Issuance, Control and Management of Individual Administrative Acts	73
Foreign Language Training	74
G-1 English Language Skills	74
G-2 Business Skills in English	75
G-3 Preparation for English in EU Institutions	76
G-4 Presentation Skills in English	76
E-Learning Modules	77
H-1 Risk Management for Administration	77
H-2 Specifics of European and National Public Procurement	78
H-3 Accruing Depreciation of Non-Financial Fixed Assets by Budget Organizations	78
H-4 Expenditure Indicators and Out-of-Budget Reporting of Commitments	78
H-5 Interaction Between the Administration and Judiciary Authorities	79
H-6 Training Needs Analysis	79
H-7 Interview as an Assessment Method	79
H-8 Practical Advice for conducting Performance Assessment Meetings	79







native dispute Resolution Methods in Administrative work	/9
nd and Video in PowerPoint	80
de trainings	80
d trainings	80
Postgraduate programs	
1. Impact assessment	82
2. European Structural and Investment Funds Academy	83
Annual Forums	84
GF-1 Annual Meeting of Human Resources Specialists	85
GF-2 Annual Meeting of the Inspectorates under the Administration Act	86
GF-4 Summer Academy for Young Leaders 2018	88
Good Practice Competition 2018	89
Japan Master Programme for young leaders	
Erasmus for Public Administration	91
	de trainings