



**Republika e Kosovës**  
**Republika Kosova - Republic of Kosovo**

*Qeveria / Vlada / Government*

**Ministria e Punëve të Brendshme / Ministarstvo Unutrasnjih Poslova**  
**/ Ministry of Internal Affairs**

---

## General Personnel Plan for 2025

June 2025

## Contents

|                                                                                                                               |    |
|-------------------------------------------------------------------------------------------------------------------------------|----|
| 1. Introduction.....                                                                                                          | 4  |
| 2. Vacant positions in all institutions .....                                                                                 | 5  |
| 2.1. Comparison of the positions foreseen for 2025 with the 2024 personnel plan.....                                          | 7  |
| 2.2. Educational profile of vacant civil service positions and method of filling the positions.....                           | 8  |
| 3. Vacant positions in state administration institutions.....                                                                 | 9  |
| 3.1. Comparison of the positions foreseen for 2025 with the 2024 personnel plan for state<br>administration institutions..... | 12 |
| 4. Vacant positions in independent institutions and agencies .....                                                            | 13 |
| 5. Vacant positions in municipalities .....                                                                                   | 14 |
| 6. Training plan .....                                                                                                        | 16 |
| 7. Conclusion.....                                                                                                            | 18 |

**Abbreviations**

LPO – Law No. 08/L-197 on Public Officials

DMPO – Department for Management of Public Officials

HRMIS – Human Resources Management Information System

## 1. Introduction

In September 2023, Law No. 08/L-197 on Public Officials entered into force. Article 17 of this law stipulates that every institution that employs public officials shall prepare an annual personnel plan in accordance with the budget planning process, which shall contain the needs for competent and qualitative personnel in achieving the mission and objectives of the institution. In order to determine the procedures for personnel planning, the content of the plans and the approval of the plans, as well as the responsibilities of institutions in the drafting and implementation of personnel plans, the Minister of Internal Affairs, through Decision No. 0516/2024 of 20/09/2024, has approved Regulation (MIA) 03/2024 on Personnel Planning.

The regulation stipulates that annual plans are drafted and placed in the HRMIS by the HRMU in cooperation with the organizational units of the institution and the budget and finance unit of the institution, which ensures compliance with the institution's budget planning process.

Therefore, the annual personnel plan is drafted for all categories of public officials and contains:

- Planning of personnel needs, which implies the analysis of the institution's needs for the future, which is based on comparing the institution's objectives with its current capacities, including the priorities of the institution and the Government;
- Personnel recruitment planning, which means concrete planning for filling existing and created vacancies, as well as deadlines for filling them;
- Personnel development planning, which means planning professional development and further skills development of personnel;
- Planning expenses for personnel needs, which means accurately planning the budget for personnel needs, including existing personnel as well as personnel planned to be recruited.

The Ministry of Internal Affairs is responsible for drafting and approving the general plan for public officials of state administration institutions, based on the annual personnel plans of the institutions. After the approval of the personnel plan for state administration institutions by the Minister of Internal Affairs, the approved plan, together with the annual plans of other institutions approved by the head of the relevant institutions, become part of this general personnel plan for public officials.

This general personnel plan is divided into the following parts:

- Vacant positions in all institutions;
- Vacant positions within state administration institutions;
- Vacant positions within independent institutions and agencies;
- Vacant positions within the municipalities;
- Training plan.

All positions foreseen in this general staffing plan are planned to be filled during 2025. Monitoring of the implementation of this plan will be done through the human resources management report to be drafted in early 2026.

Based on Regulation 03/2024, approved personnel plans are placed in the HRMIS no later than the end of December of each year for the following year. However, due to the changes caused by the adoption of the Regulation and the adaptation of the HRMIS to these changes, the DMPO has notified the institutions that the HRMIS will be open for the placement and changes of the plan even after the deadline.

The Department for the Management of Public Officials through the Human Resources Management Information System (HRMIS) has received ninety-eight (98) personnel plans, as follows:

- Fifty-three (53) personnel plans from state administration institutions,
- Thirty-six (36) municipal personnel plans; and
- Nine (9) staffing plans from independent institutions and independent agencies.

## 2. Vacant positions in all institutions

In the personnel plans for 2025 that ninety-eight (98) institutions have submitted to the HRMIS, a total of 4675 vacant positions are foreseen. Based on the categories, the vacant positions are divided as follows:

- 2564 vacancies for civil servants;
- 1287 vacancies of public servants; and
- 284 vacancies for technical and support employees.

| Civil service employees | Public service employees | Technical and support employees | in total |
|-------------------------|--------------------------|---------------------------------|----------|
| 2564                    | 1287                     | 284                             | 4675     |

*Table 1. Vacancies in all institutions by official categories*

Of the 4675 positions foreseen in the personnel plans, 1282 are foreseen to be vacant due to retirements that will occur during this year, while 3393 are planned to be vacant due to having remained unfilled in previous periods, other cases of termination of employment, or the creation of new positions.

Based on Article 5 of the LPO, the categories of public officials are:

- Civil service employees;
- Public service employees;
- Creators and performers of art and culture;
- Technical and support employees; and
- Cabinet officials.

In the absence of a bylaw on the classification of jobs in the public service and creators and performers of art and culture, institutions have not proposed the positions of creators and performers of art and culture, and consequently this plan does not contain separate data for this category.

|                                                   | Civil service employees | Public service employees | Technical and support employees | Total       |
|---------------------------------------------------|-------------------------|--------------------------|---------------------------------|-------------|
| State administration institutions                 | 1483                    | 217                      | 75                              | 1775        |
| Independent Institutions and Independent Agencies | 154                     | 0                        | 2                               | 156         |
| Municipalities                                    | 927                     | 1610                     | 207                             | 2744        |
| <b>Total</b>                                      | <b>2564</b>             | <b>1287</b>              | <b>59</b>                       | <b>4675</b> |

*Table 2. Number of vacant positions for public officials in all institutions divided by institutions and categories of officials*

Regarding the classification of positions in the civil service, thirty-eight (38) positions in all institutions are vacant in the senior management category that includes Directors General of Agencies and Independent Institutions, Secretaries General of Ministries, Directors of Executive Agencies and equivalent positions. In the middle management category that includes directors of departments in ministries, independent and executive agencies and equivalent positions, there are eighty-eight (88) vacant positions, while in the lower management category that includes heads of divisions and sectors, there are four hundred and sixty five (465) vacant positions.

The category with the most vacant positions is the professional category, where 1959 vacant positions are foreseen for 2025 in all institutions that have submitted personnel plans. While fourteen (14) vacant positions are foreseen for the specialist category.

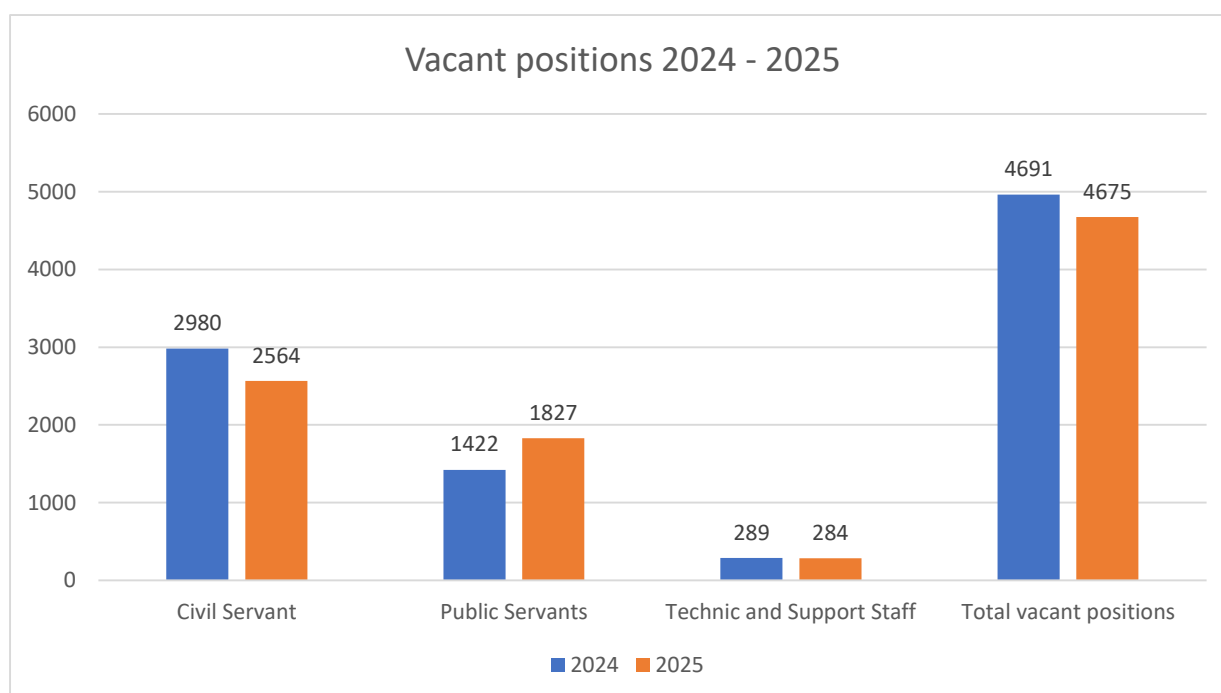
| Category                   | State administration | Independent institutions and agencies | Municipalities | Number of vacant positions |
|----------------------------|----------------------|---------------------------------------|----------------|----------------------------|
| Senior management category | 33                   | 5                                     | -              | 38                         |
| Middle management category | 72                   | 16                                    | -              | 88                         |
| Lower management category  | 238                  | 50                                    | 177            | 465                        |
| Specialist category        | 2                    | -                                     | 12             | 14                         |
| Professional category      | 1138                 | 83                                    | 738            | 1959                       |

|               |             |            |            |             |
|---------------|-------------|------------|------------|-------------|
| <b>Total:</b> | <b>1483</b> | <b>154</b> | <b>927</b> | <b>2564</b> |
|---------------|-------------|------------|------------|-------------|

*Table 3. Civil service employees in all institutions by position category*

### 2.1. Comparison of the positions foreseen for 2025 with the 2024 personnel plan

In 2024, the DMPO drafted the general personnel plan, which was approved by the Minister of Internal Affairs in July 2024. This plan presented all vacant positions in public institutions that have drafted plans for 2024. During 2024, a total of 4691 vacant positions were foreseen, namely: 2980 vacant positions for civil servants, 1422 vacant positions for public service employees and 289 vacant positions for technical and support employees.



As can be seen from the graph above, 16 fewer vacant positions are foreseen in 2025 than in 2024. Among the main reasons for this decrease in the number of vacant positions is the fact that the largest number of vacancies were announced in 2024, following the entry into force of Law No. 08/L-197 on Public Officials in September 2023. During 2024, around 2441 recruitment procedures were announced, namely: 1672 recruitment procedures for civil servants, 864 for public servants and 205 procedures for technical and support employees. Positions vacated during 2024, positions remaining unfilled due to not being advertised, recruitment procedures that failed during 2024 (around 29% of advertised procedures), as well as vacant positions due to retirements during 2025, have resulted in 4675 vacant positions for 2025.

## **2.2.Educational profile of vacant civil service positions and method of filling the positions**

Article 37, paragraph 5, of Law No. 08/L-197 on Public Officials states that professional category positions are grouped according to qualification and/or nature of the position into:

- Special management groups, each of whom holds similar positions in one or more institutions, where the successful performance of duties and responsibilities requires special knowledge and skills that stem from and are related to the possession of one or more similar professions; and
- A group of general administration positions that includes all positions related to the exercise of general administrative duties and responsibilities, the successful performance of which requires general administrative knowledge and skills that are not related to the possession of one or several specific professions.

The Government of the Republic of Kosovo approved on 27 February 2024 Regulation (GRK) No. 06/2024 on Classification of Jobs in the Civil Service, which determines the classes for each category of the civil service, the names of positions for each class, the general description for each category and class, the procedure and methodology for classifying job positions and the division of general administration and special administration groups in the civil service of Kosovo.

Article 29 of Regulation No. 06/2024 stipulates that each job position of the professional and specialist category in the civil service is part of one of the groups defined in Annex 2 to the Regulation and that the position is classified in the detailed group to which the field of education required for that position corresponds, according to the job description and the relevant grade.

In October 2024 the DMPO finalized the job catalog after the consultation process with all public institutions. The catalog was drafted by a working group consisting of DMPO, the Ministry of Finance, Labor and Transfers, and a representative of the collegium of human resources managers of the municipalities. On 23/10/2024, the Government of the Republic of Kosovo approved the catalog of jobs in the civil service, which contains 1536 positions of the professional category, along with the required classes, groups and fields of education. The catalog of jobs was drafted with the aim of facilitating the classification of job positions in the civil service, and as a result, it has also facilitated the work of institutions in drafting personnel plans.

Of the 64 general and special administration groups defined in Regulation (GRK) No. 06/2024 on the Classification of Jobs in the Civil Service, the personnel plan for 2025 provides for positions from 46 different administration groups. The largest number of vacant positions in the professional category are in the legal group (421 positions), the general administration group - unspecified higher education (311 positions), the social sciences group (177 positions), the public relations and information group (93 positions), the budget and finance group (84 positions), the agriculture, forestry and land group (66 positions), the civil engineering group (50 positions), the public procurement group (45 positions), the human resources group (44 positions), the translation and interpretation group (44 positions), the general social services group (38 positions), and the information technology group (35 positions). While regarding the

category of specialists, the largest number of vacant positions are foreseen in the civil engineering group and the architecture group.

Considering the fields of study of each group, the most sought-after professions by public institutions during 2025 will be graduates in law, economics, and other social sciences.

Of all the planned positions, public institutions have foreseen 155 civil service positions in the professional category 3 and general administration group. For all these professional category positions, the education criterion will be high school.

Regarding the manner of filling the vacant positions, since the LPO has provided in Article 7 that the admission to duty of civil servants, public service employees, creators and performers of art and culture, as well as technical and support employees is done only through open and competitive procedures, all positions provided in this plan will be filled through open and public procedures. In accordance with Article 6 paragraph 3 of the Regulation (MIA) No. 03/2024 on Personnel Planning, during the planning of vacant positions the institutions have determined that twenty-four positions will be filled through the placement of scholarship holders of the “Young Cell Scheme” Program. While in accordance with Article 6, paragraph 4, of the Regulation, twenty-three (23) positions will be open for application only for the female gender.

### 3. Vacant positions in state administration institutions

The vacancies planned for recruitment in state administration institutions during 2025 are 1466, of which 1332 are civil servants, 94 are public service employees and 40 are technical and support employees.

| Civil service employees | Public service employees | Technical and support employees | Total |
|-------------------------|--------------------------|---------------------------------|-------|
| 1483                    | 217                      | 75                              | 1775  |

*Table 4. Vacant positions in state administration institutions by category of officials*

Regarding the classification of positions in the civil service, thirty-three (33) positions in state administration institutions are vacant in the senior management category that includes Secretaries General of Ministries, Directors of Executive Agencies and equivalent positions. In the middle management category that includes directors of departments in ministries and agencies and equivalent positions, there are 72 vacant positions, while in the lower management category that includes heads of divisions, there are 238 vacant positions. Even in state administration institutions, the largest number of vacant positions foreseen are in the professional category with 1138 positions.

| Category                   | Number of vacant positions |
|----------------------------|----------------------------|
| Senior management category | 33                         |
| Middle management category | 72                         |
| Lower management category  | 238                        |
| Professional category      | 1138                       |
| <b>Total</b>               | <b>1481</b>                |

*Table 5. Vacant civil service positions in state administration institutions by position category*

There are 52 state administration institutions that have submitted personnel plans to the HRMIS. The following table presents detailed data for state administration institutions divided based on institutions and categories of public officials.

| No. | Name of the institution                                        | Civil service employees | Public service employees | Technical and support employees | Total vacant positions |
|-----|----------------------------------------------------------------|-------------------------|--------------------------|---------------------------------|------------------------|
| 1.  | Kosovo Forensic Agency                                         | 4                       | -                        | -                               | 4                      |
| 2.  | Emergency Management Agency                                    | 37                      | -                        | -                               | 37                     |
| 3.  | Employment Agency of the Republic of Kosovo                    | 67                      | -                        | -                               | 67                     |
| 4.  | Food and Veterinary Agency                                     | 35                      | -                        | -                               | 35                     |
| 5.  | Agency for the Administration of Seized and Confiscated Assets | 5                       | -                        | -                               | 5                      |
| 6.  | Agency for Free Legal Aid                                      | 5                       | -                        | -                               | 5                      |
| 7.  | Agricultural Development Agency                                | 27                      | -                        | 3                               | 30                     |
| 8.  | Central Procurement Agency                                     | 4                       | -                        | -                               | 4                      |
| 9.  | Kosovo Forestry Agency                                         | 48                      | -                        | 36                              | 84                     |
| 10. | Kosovo Academy for Public Safety                               | 12                      | -                        | 2                               | 14                     |
| 11. | Civil Aviation Authority                                       | 4                       | -                        | -                               | 4                      |
| 12. | Central Labor Inspectorate                                     | 83                      | -                        | 2                               | 85                     |
| 13. | Kosovo Education Inspectorate                                  | 50                      | -                        | 1                               | 51                     |
| 14. | Ministry of Local Government Administration                    | 39                      | -                        | -                               | 39                     |
| 15. | Ministry of Education, Science, Technology and Innovation      | 61                      | -                        | -                               | 61                     |
| 16. | Vocational Education and Training Agency                       | -                       | 9                        | -                               | 9                      |
| 17. | Kosovo Accreditation Agency                                    | 8                       | -                        | -                               | 8                      |
| 18. | National Qualifications Authority                              | 4                       | -                        | -                               | 4                      |
| 19. | Student Center                                                 | -                       | 6                        | 8                               | 14                     |

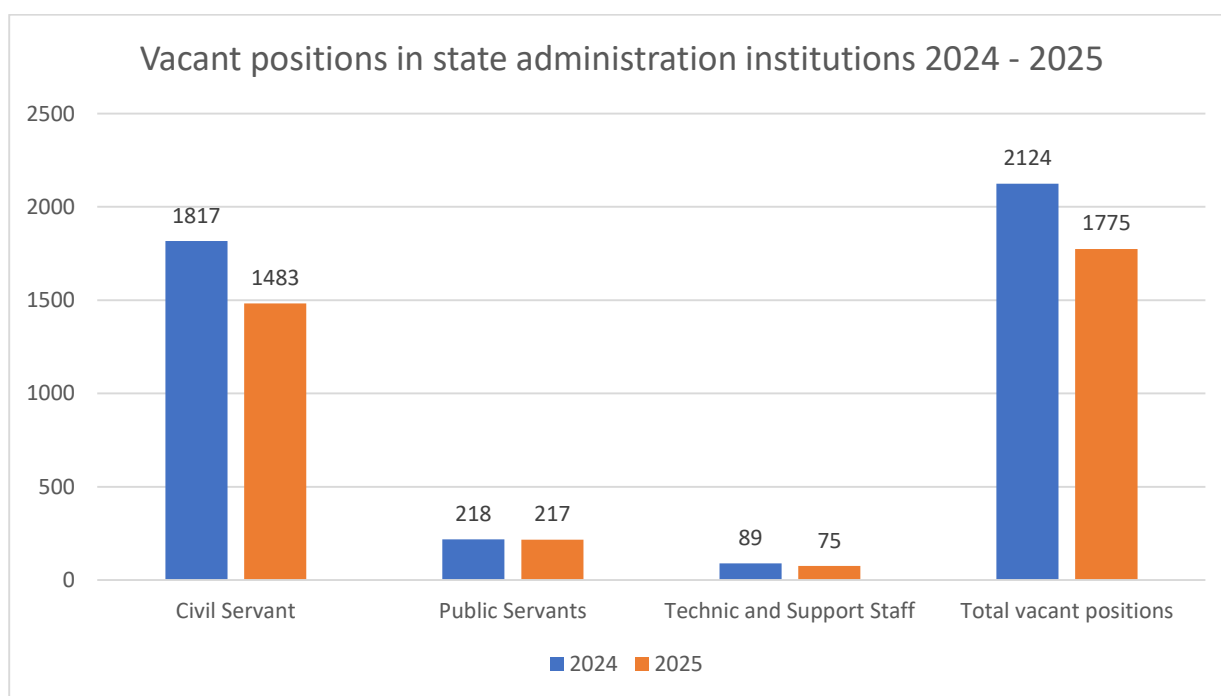
|     |                                                               |     |    |   |     |
|-----|---------------------------------------------------------------|-----|----|---|-----|
| 20. | University of Peja 'Haxhi Zeka'                               | -   | 9  | - | 9   |
| 21. | University of Gjilan                                          | -   | 34 | - | 34  |
| 22. | University of Mitrovica 'Isa Boletini'                        | -   | 13 | - | 13  |
| 23. | University of Applied Sciences in Ferizaj                     | -   | 2  | 1 | 3   |
| 24. | University of Prizren                                         | -   | 8  | - | 8   |
| 25. | Pedagogical Institute of Kosovo                               | -   | 1  | - | 1   |
| 26. | Ministry of Agriculture, Forestry and Rural Development       | 38  | -  | 3 | 41  |
| 27. | Ministry of Justice                                           | 39  | -  | - | 39  |
| 28. | Ministry of Economy                                           | 72  | -  | - | 72  |
| 29. | Ministry of Finance, Labor and Transfers                      | 77  | -  | - | 77  |
| 30. | Ministry of Industry, Entrepreneurship and Trade              | 77  | -  | - | 77  |
| 31. | Ministry of Culture, Youth and Sports                         | 32  | 52 | - | 84  |
| 32. | Agency for the Management of Monuments and Memorial Complexes | 1   | -  | - | 1   |
| 33. | State Archives Agency of Kosovo                               | 3   | -  | - | 3   |
| 34. | National Library of Kosovo 'Pjetër Bogdani'                   |     | 10 | 4 | 14  |
| 35. | Ministry of Defense                                           | 46  | -  | 4 | 50  |
| 36. | Ministry of Environment, Spatial Planning and Infrastructure  | 13  | -  | 5 | 18  |
| 37. | Kosovo Cadastral Agency                                       | 15  | -  | - | 15  |
| 38. | Ministry of Internal Affairs                                  | 197 | -  | - | 197 |
| 39. | Ministry of Foreign Affairs and Diaspora                      | 26  | -  | - | 26  |
| 40. | Ministry of Health                                            | 6   | -  | - | 6   |
| 41. | Kosovo Agency for Medical Products and Devices                | 2   | -  | - | 2   |
| 42. | National Institute of Public Health of Kosovo                 | -   | 19 | - | 19  |
| 43. | Ministry of Regional Development                              | 8   | -  | - | 8   |
| 44. | Ministry for Communities and Returns                          | 22  | -  | - | 22  |
| 45. | Kosovo National Blood Transfusion Center                      | -   | 6  | - | 6   |
| 46. | Kosovo Correctional Service                                   | 166 |    | 6 | 172 |
| 47. | Kosovo Probation Service                                      | 14  | -  | - | 14  |

|     |                                        |             |            |           |             |
|-----|----------------------------------------|-------------|------------|-----------|-------------|
| 48. | Kosovo Treasury                        | 18          | -          | -         | 18          |
| 49. | Office of the Prime Minister of Kosovo | 61          | -          | -         | 61          |
| 50. | Institute of War Crimes in Kosovo      | 13          | -          | -         | 13          |
| 51. | Kosovo Agency of Statistics            | 41          | -          | -         | 41          |
| 52. | Agency for Gender Equality             | 1           | -          | -         | 1           |
| 53. | Kosovo Security Council Secretariat    | 2           | -          | -         | 2           |
|     | <b>Total</b>                           | <b>1483</b> | <b>217</b> | <b>75</b> | <b>1775</b> |

*Table 6. Vacant civil service positions in state administration institutions by position category*

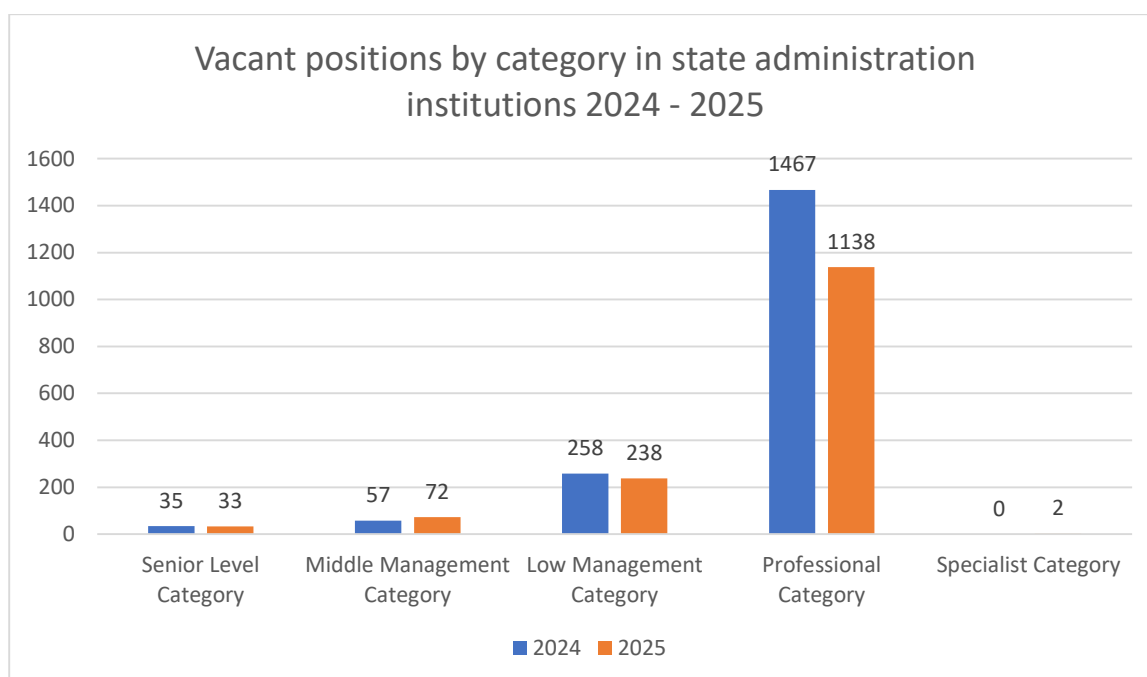
### 3.1. Comparison of the positions foreseen for 2025 with the 2024 personnel plan for state administration institutions

During 2024, state administration institutions had foreseen a total of 2124 vacant positions, namely: 1817 vacant positions for civil servants, 218 vacant positions for public service employees and 89 vacant positions for technical and support employees.



Thus, during 2025, state administration institutions have foreseen 349 fewer vacant positions than during 2024. The reasons are the same as above, namely because many of the vacant positions foreseen during 2024 have been filled.

Regarding categories, except for the middle management category where there is a slight increase in the number of vacant positions, in other categories during 2025 fewer vacant positions are foreseen during 2025.



#### 4. Vacant positions in independent institutions and agencies

Regarding other independent agencies and institutions, nine (9) institutions have submitted reports to the HRMIS. The total number of vacant positions in these institutions is 154. All these institutions have foreseen vacant positions only in the civil service. Therefore, the following table presents the data on vacant civil service positions in each of the independent institutions and agencies.

| No. | Institution                                                | Number of vacant civil service positions |
|-----|------------------------------------------------------------|------------------------------------------|
| 1.  | Kosovo Agency for Property Comparison and Verification     | 32                                       |
| 2.  | Agency for the Prevention of Corruption                    | 6                                        |
| 3.  | Kosovo Academy of Sciences and Arts                        | 2                                        |
| 4.  | Independent Commission for Mines and Minerals              | 4                                        |
| 5.  | Independent Oversight Council for the Kosovo Civil Service | 11                                       |
| 6.  | Public Procurement Regulatory Commission                   | 11                                       |
| 7.  | Assembly of the Republic of Kosovo                         | 56                                       |
| 8.  | Procurement Review Body                                    | 10                                       |
| 9.  | Office of the President of the Republic of Kosovo          | 22                                       |
|     |                                                            | <b>154</b>                               |

*Table 7. Vacant positions in independent institutions and agencies*

Regarding the classification of positions in the civil service, five (5) positions are vacant in the senior management category that includes Directors General and equivalent positions. In the middle management category that includes directors of departments and equivalent positions,

there are sixteen (16) vacant positions, in the lower management category that includes heads of divisions, there are fifty (50) vacant positions, while in the professional category, there are eighty-three (83) positions.

| Category                   | Number of vacant positions |
|----------------------------|----------------------------|
| Senior management category | 5                          |
| Middle management category | 16                         |
| Lower management category  | 50                         |
| Professional category      | 83                         |
| <b>Total</b>               | <b>154</b>                 |

*Table 8. Vacant service positions in independent institutions and agencies divided by position categories*

## 5. Vacant positions in municipalities

At the municipal level, a total of thirty-six (36) municipalities have submitted personnel plans to the HRMIS. These plans include a total of 2744 vacant positions that are expected to be filled in 2025. Of these positions, 927 vacant positions are foreseen in the civil service, 1610 in the public service and 207 positions for technical and support staff.

| Civil service employees | Public service employees | Technical and support employees | Total |
|-------------------------|--------------------------|---------------------------------|-------|
| 927                     | 1610                     | 207                             | 2744  |

*Table 9. Vacant positions in municipalities by official category*

Of the 927 civil service positions foreseen to be vacant in municipalities, 177 positions are in the lower management category, 12 positions in the specialist category and 738 positions in the professional category.

| Category                  | Number of positions |
|---------------------------|---------------------|
| Lower management category | 177                 |
| Specialist category       | 12                  |
| Professional category     | 738                 |
| <b>Total</b>              | <b>927</b>          |

*Table 10. Vacant positions in municipalities divided by position categories*

The following table presents the number of vacant positions divided by the thirty-six (36) municipalities that have submitted personnel plans, and by all categories of officials.

| <b>No .</b> | <b>Municipality</b> | <b>Civil service employees</b> | <b>Public service employees</b> | <b>Technical and support employees</b> | <b>Total vacant positions</b> |
|-------------|---------------------|--------------------------------|---------------------------------|----------------------------------------|-------------------------------|
| 1.          | Decan               | 29                             | 52                              | 5                                      | 86                            |
| 2.          | Dragash             | 22                             | 33                              | 11                                     | 66                            |
| 3.          | Drenas              | 24                             | -                               | -                                      | 24                            |
| 4.          | Ferizaj             | 41                             | 272                             | 25                                     | 338                           |
| 5.          | Kosove              | 20                             | 17                              | 4                                      | 41                            |
| 6.          | Gjakove             | 28                             | 63                              | 13                                     | 104                           |
| 7.          | Gjilan              | 62                             | 83                              | 1                                      | 146                           |
| 8.          | Gracanice           | 7                              | -                               | 1                                      | 8                             |
| 9.          | Hani i Elezit       | 4                              | 8                               | -                                      | 12                            |
| 10.         | Istog               | 17                             | -                               | -                                      | 17                            |
| 11.         | Junik               | 7                              | 10                              | -                                      | 17                            |
| 12.         | Kacanik             | 13                             | 30                              | 9                                      | 52                            |
| 13.         | Kamenice            | 34                             | 61                              | 10                                     | 105                           |
| 14.         | Kline               | 17                             | 37                              | 5                                      | 59                            |
| 15.         | Klllokot            | 2                              | 2                               | -                                      | 4                             |
| 16.         | Lipjan              | 23                             | 51                              | 4                                      | 78                            |
| 17.         | Malisheve           | 21                             | 2                               | -                                      | 23                            |
| 18.         | Mamushe             | 20                             | 15                              | 5                                      | 40                            |
| 19.         | North Mitrovica     | 42                             |                                 | 2                                      | 44                            |
| 20.         | Mitrovica           | 83                             | 148                             | 23                                     | 254                           |
| 21.         | Novoberde           | 7                              | 34                              | 6                                      | 47                            |
| 22.         | Obiliq              | 9                              | 18                              | -                                      | 27                            |
| 23.         | Partesh             | 12                             | -                               | -                                      | 12                            |
| 24.         | Peje                | 78                             | 144                             | 9                                      | 231                           |
| 25.         | Podujeve            | 20                             | 55                              | 8                                      | 83                            |
| 26.         | Prishtine           | 58                             | -                               | -                                      | 58                            |
| 27.         | Prizren             | 35                             | 195                             | 29                                     | 259                           |
| 28.         | Rahovec             | 28                             | 56                              | -                                      | 84                            |
| 29.         | Ranilluge           | 4                              | -                               | -                                      | 4                             |
| 30.         | Shterpce            | 11                             | -                               | -                                      | 11                            |
| 31.         | Shtime              | 14                             | 25                              | 3                                      | 42                            |
| 32.         | Skenderaj           | 49                             | 54                              | 16                                     | 119                           |
| 33.         | Suhareke            | 5                              | 55                              | 6                                      | 66                            |
| 34.         | Viti                | 7                              | 47                              | 10                                     | 64                            |
| 35.         | Vushtrri            | 22                             | 43                              | 2                                      | 67                            |
| 36.         | Zvecan              | 52                             | -                               | -                                      | 52                            |
|             | <b>Total</b>        | <b>927</b>                     | <b>1610</b>                     | <b>207</b>                             | <b>2744</b>                   |

*Table 11. Vacant positions in municipalities*

## 6. Training plan

The Law on Public Officials stipulates *inter alia* in Article 17 (3) that the annual personnel plan must also contain the needs for professional development and training of existing staff. The obligation of institutions to identify and assess the training needs of civil servants of the institution is also defined in Article 16 of the LPO. This is done with the aim of ensuring the training and development of professional capacities of officials through professional development training.

The LPO in Article 26 also provides for the right of public officials to professional training. According to this provision, a public official has the right to develop professional skills and knowledge for the workplace, through professional training and continuous training, financed by public funds, foreign donors or own income, if this does not conflict with the relevant legislation in force. On the other hand, in Article 34, the Law also provides for the obligation for professional development, determining that civil servants and public service employees have an obligation to continuously improve their professional knowledge and skills through training financed by public funds.

The personnel plans submitted by the institutions envisage the training of 3,769 officials of all categories. According to the accepted plans, a large number of trainings have been proposed for existing and new civil servants, as well as specific trainings for civil servants in management categories.

When analyzing the training requests from public institutions, several reasons have been identified that explain the need to provide training for new officials employed in the civil service. These reasons relate, first of all, to the need to build the professional capacities of the staff and ensure a successful integration within the relevant organizational structure. A significant part of the requests are motivated by the need to develop the basic knowledge of new officials regarding the legislation in force, especially the Law on Public Officials and the sub-legal acts emanating from it. Also, the need for introductory orientation training has been noted, which helps new officials understand their role in the institution, become familiar with the organizational structure, internal communication systems and basic work processes. In this context, many institutions have proposed training directly related to the preparation for the exercise of daily tasks, including administrative management, drafting official documents, the use of digital systems, and quality management practices. Some institutional requirements are related to the preparation of officials to perform work in specific positions, which require more advanced knowledge in areas such as public procurement, budget planning, information technology, social policy and rural development.

In the plans submitted by the institutions, a variety of training needs have been identified that reflect the development of the capacities of officials in accordance with their job position. These requirements mainly focus on the professional development of young civil servants, where the need for introductory training in the civil service prevails, as well as training focused on the legal, administrative, technological and public management fields. Below, the most frequent and relevant topics are presented, which were foreseen by the institutions during the drafting of personnel plans for 2025:

- Introductory training for new civil servants in the Civil Service

- Implementation of the Law on Public Officials and the sub-legal acts arising therefrom;
- Implementation of Law No. 05/L-031 on General Administrative Procedure;
- Code of Conduct and Ethics in Public Administration;
- Drafting of official documents;
- Training on the use of HRMIS;
- Public procurement and contract management;
- Human resources management in public administration;
- Training in information technology and basic software (Word, Excel, Outlook)
- Development of effective public policies;
- Ethics and prevention of conflict of interest;
- Public finance and budget administration;
- Legislation on human rights and gender equality;
- Development of managerial decision-making skills;
- Performance management system;
- Training in the field of civil status;
- Administration and e-administration procedures;
- Project management and strategic planning;
- Communication with the public and media;
- Monitoring and reporting on public policies;
- Archiving and digitization of documents;
- Training in the field of inspections;
- Using statistical data and SPSS;
- Internal audit and anti-corruption;
- European integration and EU financial assistance;
- Legislation on construction and public ownership;
- Management of social cases and victims of violence;
- Office and logistics management;
- Emergency management and occupational safety;
- Personal Data Protection;

- Leadership development;
- Drafting of legal acts;
- Cyber security;
- Specific training for EU Programs.

## 7. Conclusion

The General Personnel Plan for 2025 has been drafted in accordance with the requirements set out in Law No. 08/L-197 on Public Officials and Regulation (MIA) No. 03/2024 on Personnel Planning. This plan has been drafted based on data from human resource management units in the public sector, reflecting the needs of institutions for filling vacant positions and the professional development of existing staff.

Despite the challenges of implementing the new legal framework and adapting the HRMIS, cooperation with state administration institutions, agencies and independent institutions, as well as with the municipal level, has enabled the drafting of a balanced plan harmonized with the functional and budgetary objectives of each institution.

The implementation of this plan will help strengthen human capacities in public administration, thus contributing to improving institutional efficiency, increasing transparency in recruitment and ensuring continuous professional development. Monitoring and reporting on its implementation will be carried out through the human resources management report in early 2026.

The plan will serve as a basis for the development of recruitment procedures and further human resources development efforts in line with the government's strategic objectives and civil service standards.