

Republika e Kosovës
Republika Kosova-Republic of Kosovo
Qeveria –Vlada-Government
Ministria e Punëve të Brendshme - Ministarstvo Unutrašnjih Poslova
Ministry of Internal Affairs

No. ⁰⁵²³ /2025

Date: 12/09/2025

The Minister of the Ministry of Internal Affairs, based on Article 11 (1.5) of Law No. 08/L-117 on the Government and Article 13 (1.10) of Law No. 08/L-197 on Public Officials, issues the following:

DECISION

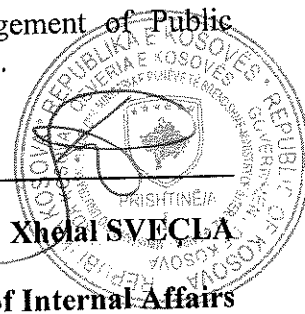
- I. The Annual Report on Human Resource Management is approved.
- II. The Department for the Management of Public Officials is obliged to publish the report in accordance with the provisions of the Law on Public Officials.
- III. The Report is attached as an annex to this decision.
- IV. The decision enters into force on the day of signing.

Rationale

The Department for the Management of Public Officials has prepared the annual report on human resources management in accordance with the new methodology. The report was consulted and agreed with SIGMA, and after the agreement, the DMPO submitted it for approval.

In accordance with the recommendation of the Department for Management of Public Officials, it has been decided as set forth in the operative part of this decision.


Xhelal SVECLA
Minister of Internal Affairs





Republika e Kosovës

Republika Kosova – Republic of Kosovo

Qeveria – Vlada – Government

**Ministria e Punëve të Brendshme – Ministarstvo unutrašnjih poslova – Ministry of
Internal Affairs**

Human Resources Management Report 2024

September 2025



Content

Word of the Minister of Internal Affairs.....	3
1. Introduction.....	1
2. General statistics on public officials	3
3. General statistics on civil servants	4
4. Main legislative and organizational developments.....	5
4.1. Legal Framework on Public Officials.....	5
4.2. Institutional framework for civil service management	7
4.2.1. Department for Mangement of Public Officials	7
4.2.2. Kosovo Institute for Public Administration.....	8
4.3. Human Resources Management Information System (HRMIS)	9
4.4. Salary system.....	10
4.5. Internal Organization and Classification of Jobs	11
5. Statistid on the structure of the civil service in 2024	12
5.1. Total number of civil servants by category and gender	12
5.2. Civil servants by ethnicity	14
5.3. Civil servants with disabilities during 2024	15
5.4. Civil servants by age group	16
5.5. Vacant positions in the civil service	17
6. Statistics on civil service recruitment procedures in 2024	19
6.1. Civil service vacancy announcements	19
6.2. Vacancy announcemnts and applications by categories of officials and years 2022-2024	20
6.3. Appointments in the civil service during the years 2022-2024	22
6.4. Efficiency in recruitment procedures	26
7. Departures from civil service in 2024.....	26
8. Performance evaluation of civil servants.....	28
9. Disciplinary measures in the civil service	30
10. Complaints to the Independent Oversight Board of the Civil Service of Kosovo.....	30
11. Training and development of civil servants	32
12. Salaries in the civil service	33
13. Conclusion and next steps.....	37

List of tables

Table 1: List of KIPA cooperation agreements.....	9
Table 2: Number of civil servants by category and gender.....	13
Table 3: Civil servants by ethnicity and administration levels.....	15
Table 4: Number of civil servants with disabilities during 2024.....	16
Table 5: Civil servants by age group.....	17
Table 6: Vacant positions in the civil service at the beginning of 2024.....	18
Table 7: Vacancy announcements by administration levels for the years 2022, 2023 and 2024.....	20
Table 8: Vacancy announcements and applications by categories of officials and years 2022-2024.....	21
Table 9: Appointments in the civil service during 2022-2024.....	23
Table 10: Efficiency in recruitment procedures – duration of procedures.....	27
Table 11: Departures from the civil service in 2024.....	27
Table 12: Departures by administration level.....	27
Table 13: Staff turnover rate by employee category for 2024.....	28
Table 14: Departures from the civil service during the years 2022, 2023 and 2024.....	28
Table 15: Performance evaluation of civil servants in the public administration during 2024.....	29
Table 16: Disciplinary measures 2022-2024.....	30
Table 17: Complaints received/reviewed in 2024.....	31
Table 18: Complaints received during 2022, 2023 and 2024.....	31
Table 19: Complaints by subject of complaint 2024.....	32
Table 20: Complaints received by institutions (2024).....	32
Table 21: Manner of complaints settlement (2024).....	33
Table 22: Trainings implemented during 2024.....	33

List of figures

Figure 1: Number of regulations on internal organization.....	11
Figure 2: Acting positions in the senior management category in state administration institutions.....	18
Figure 3: Implementation of the personnel plan during 2024	19
Figure 4: Number of recruitment procedures open to candidates outside the civil service.....	22
Figure 5: Number of civil service appointees over the last three years.....	23
Figure 6: Number of appointees from procedures open to all interested candidates.....	24
Figure 7: Percentage of appointed candidates who were not part of the civil service.....	24
Figure 8: Trend of appointees by gender.....	25
Figure 9: Average age of appointees to the civil service during the past three years.....	25
Figure 10: Performance evaluation of civil servants during 2024 according to evaluation levels (%).....	29
Figure 11: Public Sector Salary Budget 2022-2024 - in millions.....	34
Figure 12: Average gross salary during 2020-2024 in the private and public sectors.....	35
Figure 13: Average gross salary in the civil service by institution.....	35
Figure 14: Average gross salary by official categories.....	36
Figure 15: Average gross salary by professional category classes.....	36

Word of the Minister of Internal Affairs



In my capacity as Minister of Internal Affairs, I am pleased to approve and present to you the “Human Resources Management Report” for the year 2024. This report reflects our commitment to developing a professional and efficient public administration, which serves all citizens of the Republic of Kosovo with integrity and dedication.

During 2024, we continued our efforts to strengthen the legal framework for public officials, promote equality, and invest in training and capacity development in public administration. The report highlights key achievements, including the implementation of the Law on Public Officials and the Law on Salaries, the advancement of the HRMIS, and efforts to increase transparency and meritocracy in recruitment processes. Our joint achievements were also recognized and welcomed in the SIGMA report published in January 2025, which clearly shows the progress achieved in Kosovo compared to the previous assessment of 2021 and in relation to countries of the region. The removal of the Republic of Kosovo from the lists of countries with fragile institutions issued annually by the World Bank and the International Monetary Fund is further evidence that public administration reforms are bringing tangible results for our citizens and measurable by the most prestigious organizations in the world.

I am particularly pleased with the increased representation of women in the civil service and the progress in creating opportunities for young people and underrepresented groups. S by institutions and its linkage with the salary system, the completion of job classifications and the creation of an inclusive administration. We will also continue to invest in training and development through the strengthening of KIPA, to ensure that our civil servants have the necessary knowledge and skills to serve citizens with professionalism.

I commend the work of all officials of the Ministry of Internal Affairs and those who contributed to the drafting of this report, and I thank SIGMA for the support provided during its drafting. Together, we will continue to build a public administration that is worthy of the trust of the people of Kosovo and we will continue to take the necessary steps to strengthen the professionalism and efficiency of the civil service.

Honestly,

Xhelal SVEÇLA

1. Introduction

This report has been prepared in accordance with Article 13 (1.10) of Law No. 08/L-197 on Public Officials (LPO), which stipulates that the Ministry responsible for public administration shall prepare and publish the annual report on human resources management. Furthermore, Article 16 of the said law obliges the Human Resources Management Units in institutions to draft an annual report on human resources management, submit it for approval to the highest administrative leader by 31 January of the following year and, after approval, forward it to the Department for Management of Public Officials (DMPO) by 15 February of the following year.

Referring to the provisions above, the DMPO prepared the annual report on human resources management for the year 2024. The report provides statistical data on human resources management in public institutions of the Republic of Kosovo. The report is limited to data on institutions and public officials that are regulated by Law No. 08/L-197 on Public Officials and Law No. 08/L-196 on Salaries. Most of the data in the report are focused on civil servants.

The report was prepared with the support of SIGMA, based on a combined statistical and analytical approach, which includes data compilation through descriptive statistics, trend analysis, and comparisons between institutions, sectors and demographic groups over a three-year period, where data were available. The data are presented visually through graphs and tables, while a series of key performance indicators (KPIs) are calculated and analyzed, such as workforce distribution, recruitment and retention rates, recruitment effectiveness, gender representation, professional development, staff movements, salary structure, integrity in the civil service, and work organization.

To ensure the quality of the report, a structured data quality control process was followed, including cross-checking across sources. The main data sources include the Human Resources Management Information System (HRMIS), institutional reports, and data from the salary system. However, the process faced significant limitations, as many state administration institutions have not yet finalized their internal organization in accordance with Law No. 06/L-113, have not fully defined the status of public officials, and have not completed the classification process. These shortcomings, combined with difficulties in data collection and processing, may have affected the accuracy of the results presented herein.

Some institutions continue not to use the HRMIS, as required by Article 19 of Law No. 08/L-197, or only use it partially, not utilizing all its modules. In some cases, data are incomplete or not updated by the responsible officials, which limits the quality of human resources planning and reporting. Although the HRMIS is now fully operational, its regular and updated use remains essential for improving data and reporting.

During 2024, the DMPO received reports on human resources management from a total of 86 institutions, submitted according to the standardized format distributed at the beginning of the year. Of these, 27 are municipalities, 12 are independent agencies, independent constitutional institutions and other independent institutions, while 47 belong to the state administration and public service institutions. All these reports have been included in the analysis of this annual report.

This report has been prepared according to the methodology agreed with SIGMA and approved by the Minister of Internal Affairs. Since this is the first year that the report has been drafted in this format, the process of preparing the methodology, consultations and data collection has required more time, as a result of which the report could only be published in the second half of the year. In the coming years, it is intended that the report be published within the first quarter of the following year for the reporting period.

The data used reflect the situation until 31 December 2024, unless another period is specified.

2. General statistics on public officials



Total number
83,387



44,744 (54%)



38,613 (46%)

Average gross
salary

€ **755**



Central
Administration

35,435 (42%)



Local
Administration

43,222 (52%)



Independent
Agencies

783 (1%)



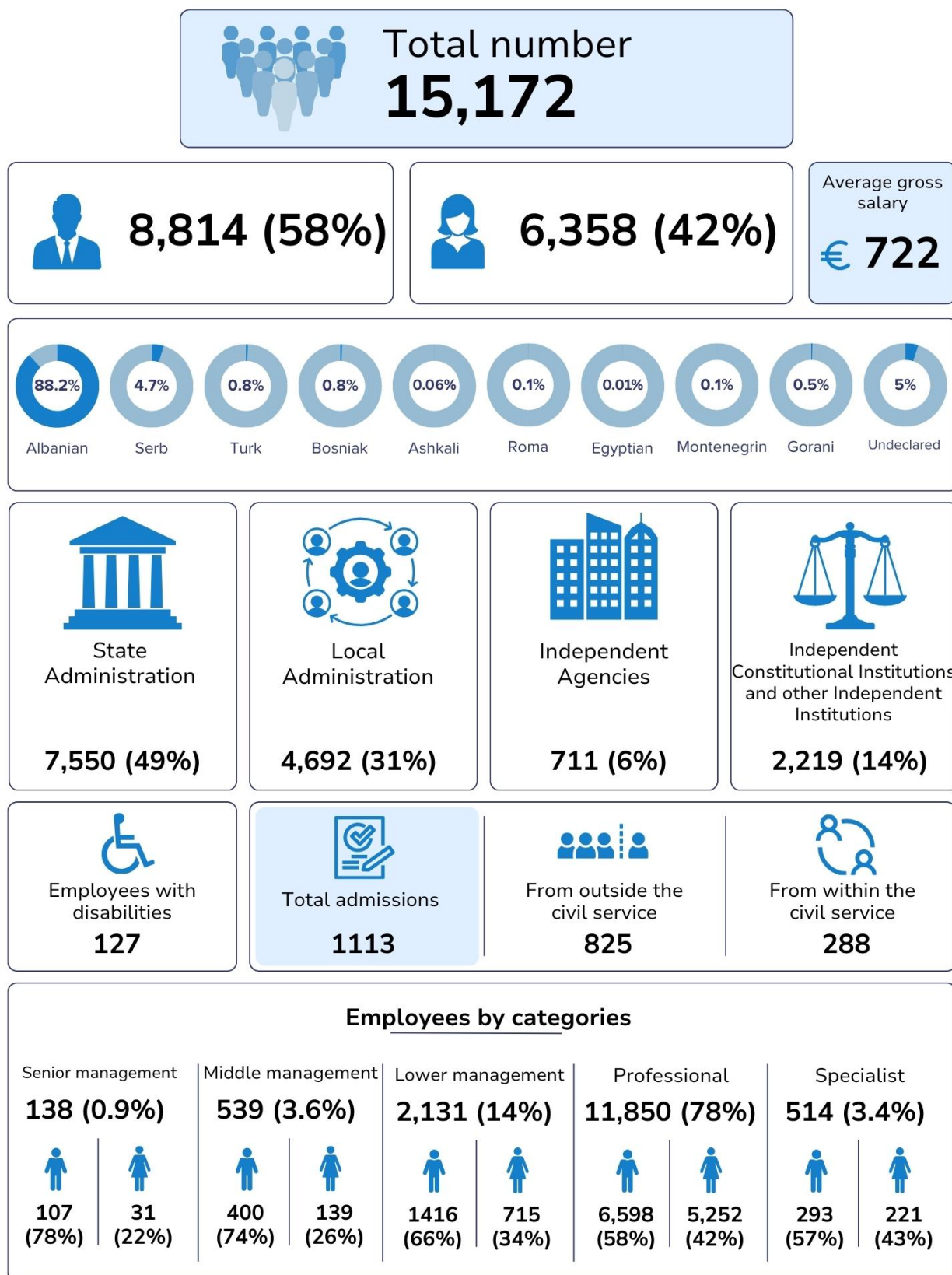
Independent
Constitutional Institutions
and other Independent
Institutions

3,947 (5%)

Public Officials by status

Civil servant	Public servant	Technical support staff	Art creators and performers	Cabinet officials	Others (Excluded from the scope of the LCS – Law on Civil Service)
15,172 (18.2%)	43,378 (52%)	7,196 (8.6%)	438 (0.5%)	699 (0.8%)	16,504 (19.8%)

3. General statistics on civil servants



4. Main legislative and organizational developments

4.1. Legal Framework on Public Officials

In recent years, Kosovo has witnessed significant legal developments that have impacted human resource management in the public sector. In February 2023, Law No. 08/L-196 on Salaries in the Public Sector entered into force, while in September of the same year, Law No. 08/L-197 on Public Officials entered into force. Both laws were subject to constitutional review, and the Constitutional Court declared some of the provisions as unconstitutional and repealed them, while it also ordered the amendment of some other provisions, but both laws as a whole passed the Court's review.

The purpose of the Law on Public Officials is to establish the legal basis for the employment of public officials in the institutions of the Republic of Kosovo, namely to determine the rules and principles that regulate the admission, classification of positions, change and termination of employment, rights and obligations related to the employment relationship, as well as other issues related to the employment relationship of public officials in the institutions of the Republic of Kosovo. This Law applies to all public officials in public institutions of the Republic of Kosovo, with the exception of the institutions listed in Article 3 thereof. In order to ensure the most effective implementation of the law, the DMPO has drafted the following bylaws, which have been approved by the Government of the Republic of Kosovo and the Ministry of Internal Affairs:

1. Regulation (GRK) 15/2023 on Admission Procedure in the Civil Service.
2. Regulation (GRK) No. 01/2024 on the discipline of civil servants.
3. Regulation (GRK) No. 02/2024 on the transfer of civil servants.
4. Regulation (GRK) No. 03/2024 on the establishment of employment relationships with fixed-term contracts.
5. Regulation (GRK) No. 04/2024 on working hours, holidays and attendance of public officials.
6. Regulation (GRK) No. 05/2024 amending and supplementing Regulation (GRK) No. 15/2023 Admission Procedure in the Civil Service.
7. Regulation (GRK) No. 06/2024 on classification of jobs in the civil service.
8. Regulation (GRK) No. 19/2024 on the procedures for the selection and appointment of directors, deputy directors, teachers, professional associates, assistants, instructors and secretaries in public educational and training institutions (PETI) of pre-university education.
9. Regulation (GRK) No. 26/2024 on the evaluation of work results.
10. Regulation (GRK) No. 27/2024 on vacancy announcement procedures for technical and support employees.
11. Regulation (GRK) No. 28/2024 on suspension from employment.
12. Regulation (GRK) No. 29/2024 on the termination of employment in the civil service.
13. Regulation (GRK) No. 30/2024 on the Procedure for the Admission of Public Service Servants in the Health Sector
14. Regulation (GRK) No. 05/2025 on Performance Evaluation in the Health Sector
15. Regulation (MIA) No. 02/2024 on the assessment of professional inadequacy in the civil service.

16. Regulation (MIA) No. 03/2024 on personnel planning.
17. Regulation (MIA) No. 04/2024 on beneficiaries of civil service scholarship schemes.
18. Regulation (MIA) No. 05/2024 on the Individual File and the Human Resources Management Information System

Regarding Law No. 08/L-196 on Salaries in the Public Sector that entered into force in February 2023, the purpose of this law is to create a unique salary system in the public sector, which includes the principles and rules for determining the salary, as well as building a transparent and manageable system of salaries and allowances, where the main element is the basic salary. In addition to the law, the Government has also approved 14 bylaws in order to ensure its implementation in practice, while the Ministry of Finance, Labor and Transfers two other acts, as follows:

1. Regulation (GRK) No. 01/2023 on the allowance for advanced license for pre-university education officers
2. Regulation (GRK) No. 02/2023 on the allowances of the health system employees
3. Regulation (GRK) No. 03/2023 on the functional allowance for creators and performers of art and culture
4. Regulation (GRK) No. 04/2023 on the compensation of members of the foreign service of the Republic of Kosovo who perform their duties abroad
5. Regulation (GRK) No. 05/2023 on basic salary and work experience for employees in the public sector
6. Regulation (GRK) No. 06/2023 on compensation for official travel and representation expenses
7. Regulation (GRK) No. 07/2023 on compensation for caregiving, night work and overtime work
8. Regulation (GRK) No. 08/2023 on the allowances of the public sector employees
9. Regulation (GRK) No. 09/2023 on the functional allowance
10. Regulation (GRK) No. 10/2023 on compensation for additional functions
11. Regulation (GRK) No. 11/2023 on experts
12. Regulation (GRK) No. 17/2023 on supplementing and amending Regulation (GRK) No. 02/2023 on the allowances of the health system employees
13. Regulation (GRK) No. 22/2024 on experts (repealing Regulation 11/2023)
14. Regulation (GRK) No. 24/2024 on compensation of members of the foreign service of the Republic of Kosovo serving abroad and the compensation of operational expenses (repealing Regulation 04/2023)
15. Regulation (MFPT) No. 01/2023 on compensation for other administration staff working abroad
16. Regulation (MFPT) No. 02/2023 on allowance on labor market conditions

Furthermore, in order to facilitate the process of internal organization of institutions, the Government approved through Decision No. 08/226 of 23/10/2024 the Catalogue of Civil Service Jobs, which contains about 1536 job titles of the professional category, including administrative classes and groups with the relevant fields of study for each of the job titles. The catalogue was prepared by the working group established by the Ministry of Internal Affairs, under the leadership of the Department for Management of Public Officials (DMPO), in cooperation with the Ministry of Finance, Labor and Transfers, as well as the representative of the Human Resources Management Units at the local level. During the drafting process and following its finalization, the draft catalogue was comprehensively consulted with all relevant institutions, including the collection of written comments and the organization of workshops.

4.2. Institutional framework for civil service management

4.2.1. Department for Management of Public Officials

The Department for Management of Public Officials (hereinafter DMPO) is a department within the Ministry of Internal Affairs, responsible for proposing and monitoring the implementation of policies concerning public officials with the aim of ensuring a sustainable, professional civil service, based on merit, moral integrity and political impartiality in the service of citizens, businesses and institutions of the Republic of Kosovo.

Article 13 (2) of Law No. 08/L-197 on Public Officials stipulates that the Ministry responsible for public administration shall establish a responsible administrative unit that exercises the powers granted by this law. Based on Regulation 01/2021 on Internal Organization and Systematization of Jobs of the Ministry of Internal Affairs, the Department for Management of Public Officials is the administrative unit responsible for exercising the powers granted by the Law on Public Officials.

The DMPO includes four divisions in its structure:

- Division for Salary Policies and Functional Structures Development;
- Division for Human Resources Policies and Public Administrations Capacities Development;
- Division for Development of Recruitment and Inspection;
- Division for Administration of Human Resource Management Information System.

During 2024, the DMPO continued to implement its role in the implementation of the Law on Public Officials and the Law on Salaries by providing legal advice and clarifications to all institutions on the implementation of the laws. During 2024, the DMPO organized several workshops with all Human Resources Management Units where recruitment procedures, performance evaluation, job classification and legal changes were discussed.

Regarding functional structures, the DMPO has continued to provide comments and prepare preliminary approval for the Minister for regulations on the internal organization of state administration institutions, as well as advisory opinions for other institutions. In the exercise of its functions, the DMPO provided comments and preliminary approval/advisory opinions for over 50 regulations on the internal organization of institutions during 2024, as well as led the restructuring processes of state administration institutions. Furthermore, the DMPO provided comments and consent for regulations drafted by other institutions that relate to the employment relationship of public officials.

Regarding recruitment procedures, the Law on Public Officials stipulates that the DMPO is the unit responsible for developing recruitment procedures for state administration institutions. However, Article 98 of the Law provides that the centralized recruitment procedure by the DMPO will begin to be implemented 18 months after the entry into force of the law. Since decentralized recruitment will continue until the end of March 2025, the DMPO did not implement recruitment procedures during 2024.

During this period, the DMPO advanced staff capacities by filling most of the vacancies. Five positions have been filled through permanent transfers, while the positions of the Director of the Department and the Head of the Division for Development of Recruitment and Inspection have been filled through recruitment procedures. In addition, six (6) other positions have been filled through recruitment procedures. Three (3) officials have left the DMPO during this period, one due to retirement and two because of transfers to other institutions.

The current number of employees at the DMPO is twenty-three (23), of which 16 are women and 7 are men. The remaining positions are in the process of being filled through the Young Cell Scheme scholarship beneficiaries.

4.2.2. Kosovo Institute for Public Administration

The Kosovo Institute for Public Administration is an executive agency within the Ministry of Internal Affairs and is responsible for implementing policies and strategies for training, professional development and capacity building in the civil service.

In its organizational chart, the Kosovo Institute for Public Administration (hereinafter referred to as KIPA) has a total of 19 job positions, while it currently has 15 employees. In 2024, the KIPA completed the process of restructuring and systematization of jobs. During 2024, recruitment processes were conducted for four (4) vacant positions, three (3) for Division Heads and one (1) for Senior Officer, which have been filled. There are currently four (4) vacant positions that will be filled in the future.

During 2024, the KIPA trained over 2,000 civil servants in various fields, including General Management, Administration and Legislation, Human Resources Management, Budget and Finance, and Information Technology.

One of the important priorities of the Kosovo Institute of Public Administration (KIPA) during 2024 was international cooperation with renowned international schools and institutes of public administration, as well as with international organizations operating in Kosovo. These agreements and cooperations were focused on the exchange of professional experiences and the advancement of training practices for civil servants. Agreements with institutes and schools of public administration abroad aimed at creating a platform for the exchange of professional knowledge and experiences. This cooperation helped in the adoption of the most advanced methods to address the needs of public administration in Kosovo. During the period 2022 - 2024, the KIPA signed cooperation agreements with eleven (11) organizations:

No.	KIPA's Cooperation Agreements 2022 – 2024	Date/Year
1.	Kaunas University of Technology - Lithuania	14/04/2022
2.	Stellenbosch University (SU) South Africa	22/06/2022
3.	Uganda Management Institute (UMI)	25/06/2022
4.	The University of LA VERNE	09/08/2023
5.	Ludovika University Hungary	13/05/2024
6.	National Democratic Institute	15/05/2024
7.	University Agency of Francophonie	24/04/2024
8.	SPMA-University of Pretoria	20/05/2024
9.	Terre Des Hommes	03/04/2024
10.	Polish School of Public Administration	26/07/2024
11.	UN WOMEN	23/09/2024

Table 1. List of KIPA's cooperation agreements 2022-2024 (source: KIPA Annual Report 2024)

4.3. Human Resources Management Information System (HRMIS)

The Human Resources Management Information System is a central electronic system that serves for the management of human resources for all public institutions of the Republic of Kosovo, as defined under Article 19 of Law No. 08/L-197 on Public Officials. The Ministry of Public Administration is responsible for the creation, maintenance and administration of the Human Resources Management Information System.

The HRMS currently contains three main applications:

- the unique database of personal and professional data, as well as other data on the employment relationship for each employee in the public institution, including their employment history: as well as the application modules for human resources management on the platform: <https://hrmis.rks-gov.net>
- the unique website of vacancy announcements and appointment procedures for civil servants, public service employees, creators and performers of art and culture, as well as technical and support employees. <https://konkursi.rks-gov.net/>
- Electronic testing and assessment platform for candidates for admission to the civil service: <https://testimi.rks-gov.net>

The human resources management application enables the electronic implementation of the following activities: creation and approval of personnel plans, the announcement of recruitment procedures, preliminary verification, candidate evaluation, the establishment of admission committees, the appointment of winning candidates, the management of civil servant contracts, the evaluation of the probationary period, the transfer of officials, the drafting of the annual work plan, the performance evaluation, the requests and approval of leave, disciplinary procedures, the termination of the employment relationship, the generation of reports on civil servants by age, gender, ethnicity, leave, recruitment procedures,

performance evaluation, the administration of organizations, the management of roles and users and other actions necessary for the management of human resources.

The HRMIS is connected to the Civil Registry system, the official accounts system (Active Directory), the Attendance Management System, and the KIPA training system. During 2024, the HRMIS was also connected to the Trust, as a result of which candidates are no longer required to submit the Trust certificate during the application, as it is generated by the HRMIS at the time of application. Currently, the DMPO is working on connecting the HRMIS with the salary system.

After the entry into force of Law No. 08/L-197 on Public Officials, the HRMIS was updated to reflect the legal changes and from November 2023, just about one month after the entry into force of the new law, the first recruitment procedures under the new legal provisions were announced.

On 8 October 2024, the Minister of Internal Affairs approved Regulation (MIA) No. 05/2024 on the Individual Case File and the Human Resources Management Information System, which aims to determine the rules for the content, administration, management, and use of the individual case file and the HRMIS. The regulation defines the responsibilities of the DMPO regarding the administration of the HRMIS, and for the first time sets out the rules regarding the manner and duration of storage of documents and other data in the HRMIS.

The DMPO is continuously ensuring that the HRMIS is functional 24/7 so that interested candidates can apply for recruitment procedures at any time.

4.4. Salary system

The Ministry of Internal Affairs, namely the DMPO, as the institution responsible for drafting policies and overseeing the implementation of legislation in the field of salaries, has continuously taken care of advancing policies in the field of salaries and salary allowances in the public sector.

The salary system for public officials in Kosovo is regulated exclusively by Law No. 08/L-196 on Salaries in the Public Sector. This law stipulates in Article 2 that the rules and conditions for determining the salary of employees in the public sector are exclusively regulated by this law and may be regulated by other bylaws only when expressly provided for by this law. This system aims to ensure transparency, equality in treatment and standardization of salaries throughout the public sector.

The entry into force of the Law on Salaries in 2023 ensured that the public sector salary system is uniform, including detailed procedures and rules for determining the salary in the public sector and creating a transparent and manageable salary and remuneration system. In February 2023, following the entry into force of the Law No. 08/L-196 on Salaries, the Ministry of Internal Affairs functionalized three joint committees with the Treasury, with the aim of implementing Decision No. 04/128, dated 16/02/2024, of the Government of Kosovo, which determined the equivalence between the old salary system and the new system based on the new law on salaries. The mandate of these committees was to ensure that salaries are based on the classification of jobs, the institution's internal regulations, job descriptions and

employment contracts. In October 2024, the process of equivalence of the old salary system with the new system, based on the new salary law, was successfully completed. During this period, requests from institutions for about 18,000 employees were reviewed.

4.5. Internal Organization and Classification of Jobs

During the end of 2023 and 2024, significant progress was made in the internal regulation of state administration institutions (ministries, executive agencies and regulatory agencies). By the time of the adoption of this report, 13 out of 15 ministries (86%) have approved regulations on internal organization and systematization of jobs, while the remaining two are in the final stages of drafting regulations, after receiving comments from the DMPO. As for the agencies, so far 27 of them or about 51% have approved the regulations on internal organization (including 4 in 2025). The process of approving internal regulations in state administration institutions has been significantly accelerated, with 22 regulations approved in 2024, a total of 9 in 2023, only 3 in 2022, and 1 regulation each in 2021 and 2020. This represents a significant increase compared to previous years. This trend shows a strong commitment to strengthening internal governance and increasing efficiency in the state administration. All these regulations have been reviewed several times by the DMPO and have finally received the prior approval of the Minister of Internal Affairs, based on the comments of the DMPO. In order to support and facilitate issues of internal organization and classification of jobs, at the proposal of the DMPO, the MIA issued Guidelines No. 03/2023 on the Organization and Functioning of the State Administration and Independent Agencies and Guidelines No. 04/2023 on the Evaluation of Jobs for the Purpose of Their Classification.

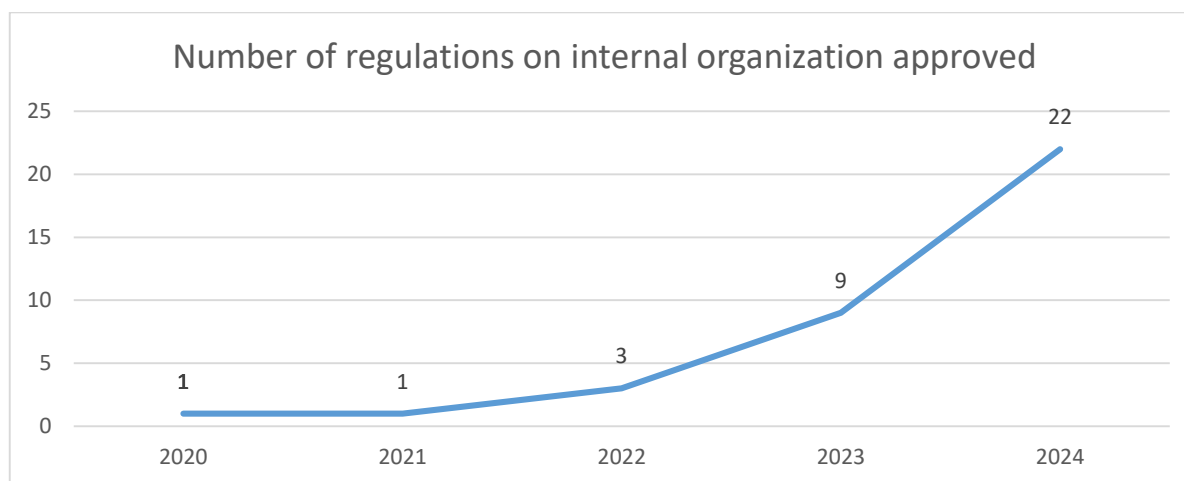


Figure 1: Number of regulations on internal organization

The process of drafting regulations on internal organization, especially at the local level, has also been facilitated with the approval of the catalog of civil service jobs by the Government of the Republic of Kosovo in October 2024.

During 2024, the DMPO also chaired the restructuring commissions of state administration institutions and participated actively in the development of procedures and implementation of

the restructuring and systematization process of public servants. So far, 63% of ministries have completed the restructuring process, while 37% of the agencies have completed the restructuring. Overall, about 43% of state administration institutions have completed the job restructuring process.

5. Statistics on the structure of the civil service in 2024

5.1. Total number of civil servants by category and gender

The Law on Public Officials determines in Article 38 the classification procedure in the civil service, which is specified through Regulation (GRK) No. 06/2024 on the Classification of Jobs in the Civil Service.

Thus, according to the Law and the Regulation, civil service positions are classified into five (5) categories as follows:

- **Senior management category (SMC)** which includes: the secretary general, the director general in an independent and regulatory agency, the executive director and deputy director of an executive agency, as well as equivalent positions;
- **Middle management category (MMC)** which includes the position of department director and equivalent positions;
- **Low management category (LMC)** which includes the position of division leader and equivalent positions;
- **Specialist category (SC)** which includes professionals in fields that require specific training; and
- **Professional category (PC)** which includes professional officials.

The law provides that each civil service position is classified as part of a specific class based on the job description. The first four categories have only one class, while the professional category consists of three classes: Professional 1, Professional 2 and Professional 3.

The classification of all positions in the civil service is essential as the Law on Salaries determines the coefficients for the majority of civil servants according to their classes, while Article 14 thereof determines that the classification of a particular civil service position is made based on the rules for the evaluation and classification of job positions, according to the provisions for the classification of civil service positions.

The new Law on Public Officials, which defines the scope of the civil service and other categories of public servants, has brought change in the size or total number of civil servants, compared to previous periods, as some institutions have been excluded from the scope of the law. The total number of civil servants in the civil service of Kosovo at the end of 2024 is 15,172. At the general level of the civil service, the average gender representation is 58% male and 42% female. The level of gender representation does not show major differences between the levels of public institutions, except in the category of Independent Constitutional Institutions and other independent institutions, where the percentage of female representation is much higher, 59% compared to the male representation which is 41%. In the state administration category, 63% of civil servants are male and 37% are female. In local administration institutions, 58% are male and 42% are female. In independent agencies, 57% are male and 43% are female (see Table 2).

	State administration ¹		Local administration ²		Independent agencies ³		Independent constitutional and other institutions ⁴		% per category		Total
	M	F	M	F	M	F	M	F	M	F	
Senior management category	52	16	0	0	27	10	28	5	77%	23%	138
Middle management category	257	69	0	0	56	13	87	57	74%	26%	539
Lower management category	679	386	592	213	73	55	72	61	66%	34%	2131
Professional category	3547	2164	1986	1620	346	294	719	1174	56%	44%	11850
Specialists	116	96	165	116	12	9	0	0	57%	43%	514
Total	4651	2731	2743	1949	514	381	906	1297	8814	6358	15172
	63%	37%	58%	42%	57%	43%	41%	59%	58%	42%	

Table 2: Number of civil servants by category and gender

Regarding gender representation by category, in the senior management category, men account for 77% of positions, while women account for only 23%, which shows that the difference in representation of women in senior management positions is higher. In the middle management category, the percentages are 74% men and 26% women, reflecting similar challenges for the advancement of women. In the low management category, the difference improves with 34% women and 66% men, which shows a better presence of women in operational management. In the professional category, the ratio approaches gender balance: 56% men and 44% women. In the specialist category, women account for 43% of the total, below men who account for 57%.

Based on the gender representation data by category, a clear inequality is observed in the senior and middle management categories, where the number of men is much higher. In the senior management category, only 23% of positions are held by women, while in the middle management category their percentage reaches 26%, indicating that the challenges for the inclusion of women in management positions remain evident. Meanwhile, in the specialist and professional categories, the gender gap is smaller and the presence of women improves, reaching approximately balance. This shows that, although women are more represented in professional positions, there is still a significant gap in management positions, which underlines the need for affirmative policies and strategies for the advancement of women in the higher levels of the civil service.

Article 101 of the Constitution stipulates that “The composition of the civil service shall reflect the diversity of the people of Kosovo, taking into account the internationally recognized principles of gender equality.” In order to achieve gender equality in public

¹Office of the Prime Minister, Ministries, Executive Agencies and Regulatory Agencies

²38 Municipalities of the Republic of Kosovo

³Agencies established under Article 142 of the Constitution of the Republic of Kosovo

⁴Independent Constitutional Institutions, Presidency of the Republic of Kosovo, Constitutional Court of the Republic of Kosovo, Justice System, Assembly of the Republic of Kosovo

institutions, the Law on Public Officials has determined in Article 50 that candidates from among communities, the category of people with disabilities and the underrepresented gender, if they meet the conditions for appointment under this law, have priority for appointment to the vacant position, in order to meet the representation quota or the quota required by law. While Article 13 (5) of Regulation (GRK) No. 15/2023 on the Procedure for Admission to the Civil Service, stipulates that public institutions, in order to achieve equal gender representation in public institutions, may open a recruitment procedure only for members of the underrepresented gender. In this regard, during 2024, public institutions opened five (5) recruitment procedures dedicated only to women, in which 217 applicants applied.

5.2. Civil servants by ethnicity

Article 61 of the Constitution of the Republic of Kosovo stipulates that “Communities and their members shall be entitled to equitable representation in employment in public bodies and publicly owned enterprises at all levels, including in particular in the police service in areas inhabited by the respective Community, while respecting the rules concerning competence and integrity that govern public administration.” Furthermore, Article 101 of the Constitution stipulates that “The composition of the civil service shall reflect the diversity of the people of Kosovo and take into account internationally recognized principles of gender equality.”

The right to representation in public institutions is also provided for in Article 10 of Law No. 08/L-197 on Public Officials, which stipulates that in central public institutions, a minimum of ten percent (10%) of the positions in all categories of public officials must be filled by members of communities that are not in the majority in Kosovo and who meet the admission criteria, while at the municipal level, the number of positions for members of communities is filled in accordance with the percentage of the population in that municipality.

According to data from the HRMIS, in the Kosovo civil service, 88.2% of employees are Albanians, Serbs constitute 4.7%, the Turkish and Bosniak communities each account for 0.8%, while other groups, which include the Roma, Egyptian, Ashkali, Gorani, etc., account for 0.45%. 5% of civil servants have not declared their ethnic affiliation in the HRMIS (Table 3).

Ethnicity	State administration		Local administration		Independent agencies		Independent constitutional and other institutions		Total in numbers	Total in %
Albanian	6777	91.8%	4040	86.1%	844	94.3%	1728	78.0%	13389	88.2%
Serbian	340	4.6%	318	6.8%	18	2.0%	35	1.6%	711	4.7%
Turkish	55	0.7%	50	1.1%	8	0.9%	6	0.3%	119	0.8%
Bosniak	49	0.7%	53	1.1%	6	0.7%	15	0.7%	123	0.8%
Ashkali	2	0.03%	7	0.15%	0	0%	0	0%	9	0.06%
Roma	7	0.09%	7	0.15%	0	0%	1	0.05%	15	0.1%
Montenegrin	1	0.01%	1	0.02%	0	0%	0	0%	2	0.01%
Egyptian	6	0.08%	9	0.19%	0	0%	0	0%	15	0.10%
Gorani	7	0.09%	21	0.45%	0	0%	0	0%	28	0.18%
Undeclared	138	1.9%	186	4.0%	19	2.1%	418	19.0%	761	5.0%
Total	7382	100%	4692	100%	895	100%	2203	100%	15172	100%

Table 3: Civil servants by ethnicity and level of administration

Regarding representation by institutions, in state administration institutions, 91.8% of civil servants are Albanians, while the Serbian community makes up 4.6%, Turks 0.7%, Bosniaks 0.7%, others 0.3%, while 1.9% of civil servants have not declared their ethnicity. In the local administration, Albanians make up 86.1%, Serbs 6.8%, Turks 1.1%, Bosniaks 1.1%, others 1.0% and 4.0% have not declared their ethnicity. In independent agencies, Albanians make up 94.3%, while Serbs are 2.0%, Turks 0.9%, Bosniaks 0.7%, and 2.1% have not declared their ethnicity. In the independent constitutional agencies and independent institutions, Albanians make up 78.0% of civil servants, Serbs 1.6%, Turks 0.3%, Bosniaks 0.7%, others only 0.05%, while 19.0% of civil servants have not declared their ethnicity.

In order to achieve the quotas set out in the law, the Government has undertaken a series of affirmative measures. Initially, Article 50 of the Law on Public Officials stipulates that candidates from among communities, the disabled category and the underrepresented gender, if they meet the conditions for appointment under this law, have priority for appointment to the vacant position, in order to meet the representation quota or the quota required by law. Furthermore, Article 13 (4) of Regulation (GRK) No. 15/2023 on the Procedure for Admission to the Civil Service provides for the possibility of opening recruitment procedures only for members of underrepresented communities, in order to meet the quota provided for by law. In addition, Article 5 of Regulation 15/2023 requires that all vacancy announcements contain the note that “Non-majority communities and their members, persons with disabilities and the underrepresented gender have the right to fair and proportional representation in the civil service of Kosovo, as specified in the LPO”. All these affirmative measures have been undertaken with the aim of ensuring the representation of underrepresented communities in the civil service, in accordance with legal obligations.

The DMPO, at the request of the Prime Minister, has requested all central institutions to open recruitment procedures only for underrepresented communities. During 2024, public institutions, in order to fill the quota, have opened 43 recruitment procedures dedicated only to members of underrepresented communities. A total of 1398 applicants have applied in these procedures. This number of vacancy announcements and applicants shows the commitment of institutions to ensure the representation of communities in public institutions, but also the interest and willingness of members of non-majority communities to become part of the civil service.

Among the main challenges to ensuring the monitoring of quota fulfillment is the fact that the determination of the community to which each applicant belongs is based solely on the candidate's own declaration, and there is no legal way to verify it. For this reason, the data is not always accurate, given that about 5% of civil service employees do not declare their ethnic affiliation, and a significant number of new recruits do not declare their ethnic affiliation.

5.3. Civil servants with disabilities during 2024

Article 11 of the Law on Public Officials establishes the obligation for every public institution to employ persons with disabilities, providing them with appropriate working conditions, and that is one (1) person with disabilities for every fifty (50) employees in that institution. Moreover, the same obligation also applies to public institutions with less than fifty (50) employees that must employ at least one (1) person with a disability. Paragraph 3 of the same article stipulates that public institutions, in order to fill the quota, may open a recruitment vacancy announcement under the provisions of this law only for persons with disabilities.

As with community members, Article 50 of the Law on Public Officials stipulates that candidates from communities, the disabled category and the underrepresented gender, if they meet the conditions for appointment under this law, have priority for appointment to the vacant position, in order to meet the representation quota or the quota required by law. As for the vacancy announcements of recruitment procedures, the regulation also requires the same note as for communities, that persons with disabilities have the right to fair and proportional representation.

From Table 4 it can be seen that the number of civil servants with disabilities in the civil service according to the data in the HRMIS is 127. Of these, 85 are employed in the state administration, 37 in the local administration, only 1 in an independent agency, and 4 in independent constitutional institutions and other independent institutions..

Type of institution	Number of civil servants with disabilities
State administration	85
Local administration	37
Independent agencies	1
Independent constitutional Institutions and other independent institutions.	4
Total:	127

Table 4: Number of civil servants with disabilities during 2024

During 2024, public institutions, in order to fill the quota, opened 4 recruitment procedures dedicated only to persons with disabilities. 81 people have applied in these vacancy announcements. As with members of underrepresented communities, a challenge is the fact that neither applicants nor civil servants are obliged to declare their disability, and the data that institutions have are based on the officials' own declarations.

5.4. Civil servants by age group

The categorization by age group is done starting from the youngest age group 18-30 years, then the age groups 31-40, 41-50, 51-60 and 61-65 years. It is worth noting that the division of the age group 61-65 years is to provide a clear overview of the number of civil servants who are expected to retire in the next five years (Table 5).

Age categories (by age and year of birth)	Number of employees	In percentage
18-30 (1994-2005)	990	6.5%
31-40 (1984-1993)	3875	25.5%
41-50 (1974-1983)	4217	27.8%
51-60 (1964- 1973)	3912	25.8%
61-65 years (1959-1963)	1810	11.9%

Table 5: Civil servants by age group

The distribution of civil servants by age group shows that the largest share belongs to the age group 41–50 years with 27.8%, followed by the age group 51–60 years with 25.8% and the age group 31–40 years with 25.5%. The age group 18–30 years constitutes only 6.5% of the total, while the age group 60–65 years represents 11.9%. For a portion of 2.4% of employees

in independent constitutional institutions and other independent institutions, age data was missing, as the civil servants were not registered in the HRMIS.

The demographic structure of civil servants shows that the workforce is mainly concentrated in the middle age group (41–60 years), constituting over half of the total. The participation of young people (18–30 years) is relatively low, which indicates the challenge of involving the younger generation in public administration. In addition, the presence of a significant percentage in the age group 60–65 years indicates the proximity of a part of the staff to the retirement age, making early planning for replacement and knowledge transfer necessary.

5.5. Vacant positions in the civil service

Given that a considerable amount of time had passed since the full implementation of Law No. 06/L-114 on Public Officials (in force from July 2020 to September 2023), and during this period the number of recruitment procedures, especially in state administration institutions, was very limited, a large number of civil service positions remained vacant. Furthermore, according to this law, recruitment procedures were initially internal procedures, i.e. where only current civil servants within the system could apply, which presented additional difficulties for institutions to fill vacancies.

The year 2023 is the period when public institutions announced a larger number of recruitment procedures, in order to fill vacant positions. Given that not all institutions have completed the process of drafting regulations on internal organization and consequently of the classification of jobs, there are no current data on the number of vacant positions in all institutions.

However, the most accurate number of vacant positions in the civil service can be understood through the planning of institutions during the drafting of personnel plans. Based on Article 13 (1.9) of the LPO, the Ministry responsible for public administration is responsible for drafting and approving the general personnel plan, based on the personnel plans of the institutions.

The Minister of Internal Affairs in July 2024 approved the general personnel plan, based on the staffing plans submitted by one hundred and five (105) institutions through the HRMIS. The 2024 personnel plan provided for 4,961 vacant positions, of which 2,980 vacant positions in the civil service. According to the institutions, in 2024, 1,817 vacant positions were in state administration institutions, 123 in independent institutions and independent agencies, and 1,040 at the local level.

Category	State administration	Independent institutions and agencies	Municipality	Number of vacant positions
Senior Management Category	35	7	-	42
Middle Management Category	57	13	-	70
Low Management Category	258	25	195	478
Professional Category	1467	78	845	2390
Total:	1817	123	1040	2980

Table 6. Vacant positions in the civil service at the beginning of 2024

As can be seen from the table above, regarding management positions, there were a total of 42 vacant positions in the civil service in the senior management category, while there were 590 vacant positions in all management categories.

Article 35 of Law No. 08/L-197 on Public Officials stipulates that in the event that a management position in an institution remains vacant, the acting officer for that position may be appointed in writing by the NAO. In the HRMIS, all institutions have the opportunity to determine whether the official is acting or not when appointing officials to the respective positions. However, since only a small number of officials in the HRMIS have been determined to be acting, those data cannot be presented in this report. Regarding the positions of the senior management category, given that the number of ministries and agencies is precisely determined, the DMPO has accurate data regarding the acting officials in the senior management category positions in the state administration institutions, which it will present below:

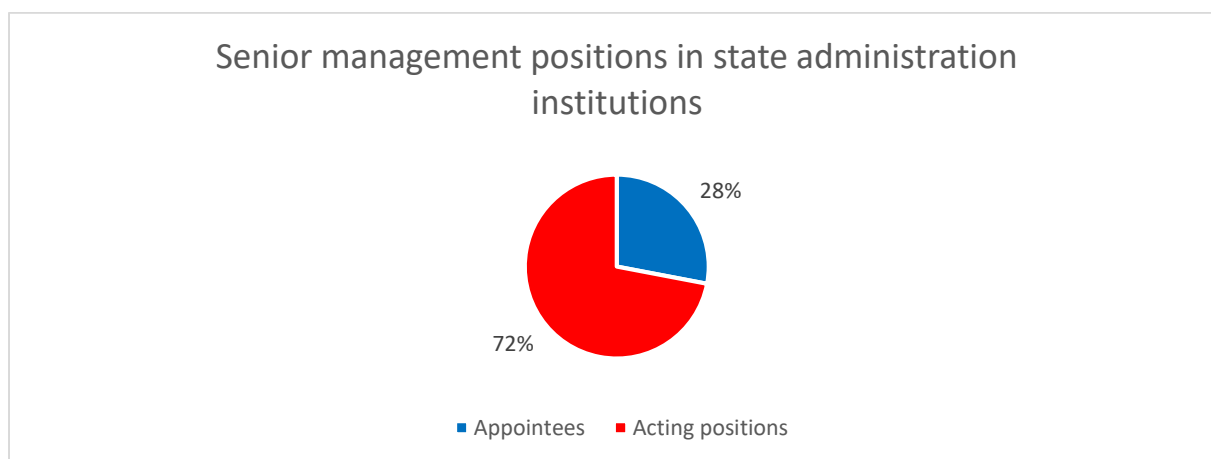


Figure 2 - Acting positions in the senior management category in state administration institutions

As can be seen, a large number of senior management positions during 2024 have been vacant and have consequently been filled with acting appointments. However, as shown by the following data regarding vacancies, there is an increasing trend in the number of recruitment procedures for the senior management category – 31 vacancies during 2024 alone. Furthermore, a number of recruitment procedures for this category of officials are still in the process of implementation.

As for other management categories, since not all institutions have finalized their internal regulations and classification, there is no exact number of vacant positions. Therefore, the number of acting positions during 2024 can only be calculated taking into account the number of vacant positions determined during 2024, i.e. in state administration institutions there are 57 positions at the middle management level and 258 at the low management level. However, it should be taken into account that these data are taken from the general personnel plan, drafted according to the plans submitted by the institutions and therefore do not include all public institutions. Hence, the number of vacant positions and acting positions may be higher.

Regarding the implementation of the personnel plan, below is a chart with the planned positions and positions announced during 2024 by all institutions.

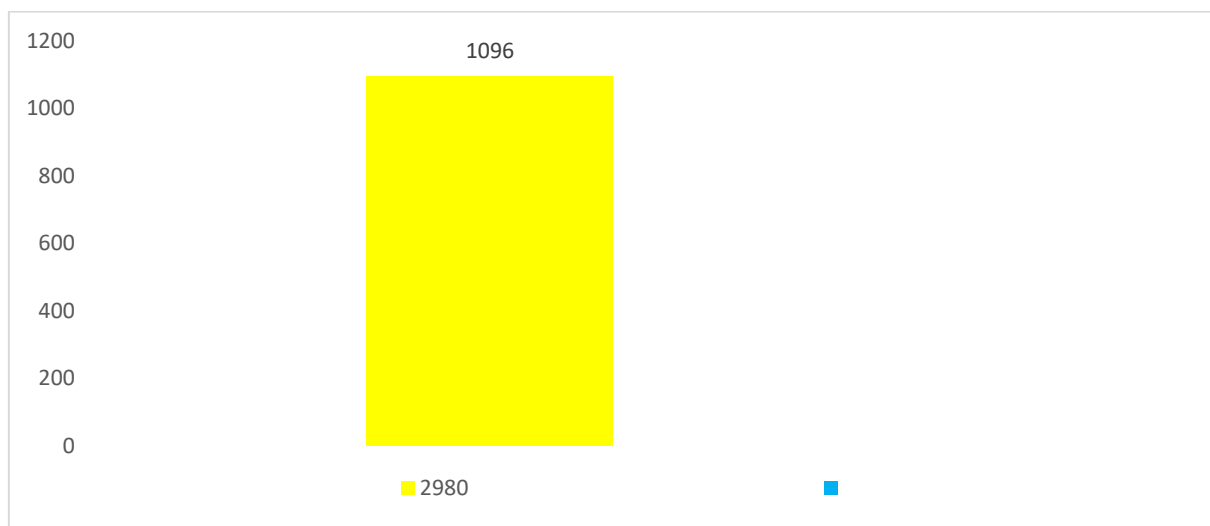


Figure 3 – Implementation of the personnel plan during 2024

The graph shows that, during 2024, the general personnel plan envisaged filling 2,980 vacant positions in all categories, but by the end of 2024, only 1,096 civil servants had been appointed. Thus, only about 37% of the planned positions were filled during 2024, while a large number of them were in process and were carried forward to be completed during 2025.

6. Statistics on civil service recruitment procedures in 2024

6.1. Civil service vacancy announcements

In 2024, a total of 1,638 vacancies for employment in the civil service were announced, with the highest number in the state administration (878 vacancies), followed by the local level (621 vacancies), independent agencies (104 vacancies), and constitutional institutions (35 vacancies). These data show a significant increase in vacancies at the central level compared to previous years, especially in the state administration where the number has almost doubled compared to 2023. It should be clarified that the recruitment procedures implemented under Law No. 06/L-114 on Public Officials during 2022 and 2023 also include internal recruitment procedures, for parallel movements and promotion, where only the civil servants within the institutions had the right to apply. Meanwhile, with the entry into force of Law No. 08/L-197 in September 2023, all recruitment procedures are open to all interested candidates.

Data for all years and levels of public administration are provided below:

Type of institution	Number of vacancy announcements 2022	Number of vacancy announcements 2023	Number of vacancy announcements 2024
State administration	421	451	878
Local level	991	853	621
Independent agencies	92	75	104
Independent constitutional institutions and independent institutions	//	//	35

Total vacancy announcements	1504	1379	1638
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Table 7: Vacancy announcements by administration levels for the years 2022, 2023 and 2024

6.2. Vacancy announcements and applications by categories of officials and years 2022-2024

The following table presents data on the number of vacancies, applicants and participants in the recruitment process for the years 2022, 2023 and 2024 by employee category.

Years	Category	Senior management category	Middle management category	Lower management category	Professional category	Specialist category	Total
2022	No. of vacancy announcements	31	43	272	1158	n/a	1504
	No. of applicants	163	78	524	7418	n/a	8183
	Who passed the verification.	34	16	107	2989	n/a	3146
	Test participants	30	12	93	2163	n/a	2298
	Who passed the test.	30	11	92	1479	n/a	1612
	Average number of applicants per announcement	5.26	1.81	1.93	6.41	n/a	5.44
2023	No. of vacancy announcements	26	38	235	1080	n/a	1379
	No. of applicants	186	128	727	13579	n/a	14620
	Passed verification	56	35	232	4150	n/a	4473
	Test participant	30	27	158	2163	n/a	2298
	They passed the test.	30	25	151	1788	n/a	2010
	Average number of applicants per vacancy announcement	7.15	3.37	3.09	10.30	n/a	10.60
2024	No. of vacancy announcements	73	81	256	1194	34	1638
	No. of applicants	859	996	4588	50890	570	57903
	Passed verification	253	298	1480	19966	127	22124
	Test participant	164	199	732	9125	86	10306
	They passed the test.	164	52	250	2097	55	2612
	Average number of applicants per vacancy announcement	11.77	12.30	17.92	42.62	16.76	35.30

Table 8: Vacancy announcements and applications by categories of officials and years 2022-2024

The data show an increase in the average number of applicants for each vacancy announcement across years. In 2022, each vacancy announcement had an average of 5.4 applicants, while in 2023 this average increased to 10.6 applicants per vacancy announcement. The largest increase is evident in 2024, where there were an average of 35.3 applicants for each vacancy announcement.

In addition to the increase in the total number of applicants, the data show that a much smaller proportion of applicants have passed the documentation verification stage, which means that they have not fulfilled the formal criteria according to the announced conditions. Moreover, even among those who have passed the verification, participation in the test has been lower. This situation is particularly pronounced in 2024, where although there were over 57 thousand applications, only about 22 thousand have passed the verification, and about 10 thousand have participated in the test.

During the years 2022 to 2024, the number of vacancies and applicants in the civil service has undergone significant changes, reflecting a general increase in interest in civil service positions in various professional and management categories. In all three years, an improvement is observed in the percentage of candidates who pass the verification and participate in the tests, with significant changes between 2022 and 2024. These data suggest comprehensive efforts to stimulate professional development and improve the competencies of candidates, contributing to the advancement and efficiency of the recruitment system in the administration.

However, during 2024, the percentage of candidates who passed the written test over those who entered the test is significantly lower, reaching only 25%, compared to 87% in 2023 and 70% in 2022. This change emphasizes the importance of creating a new question bank and a well-organized structure for the professional assessment of candidates in the written test, ensuring a fairer, more transparent and appropriate process for the level of competence required. For this reason, the DMPO, with the support of SIGMA, is drafting the new question bank which will start to be used soon, aiming to improve the assessment process and ensure a higher standard in the testing of candidates.

The opening of recruitment to all interested parties from outside the civil service in 2023 through the new law is an important factor that has led to the increase in the number of applicants and vacancy announcements. Based on the data, it can be seen that new opportunities are being created for candidates outside the civil service, opening up great avenues for broader inclusion and diversification of the candidate profile. As a result, we have seen a significant increase in applications, especially in the middle and lower level categories, where the number of applications has increased significantly. Among the main aspects, this increase has also influenced the improvement of competitiveness and the increase of selection standards, bringing in young and motivated candidates who can meet the requirements for positions in the civil service. In general, these changes are contributing to the development of the recruitment system and the strengthening of the service's capacities.

It is important to note that the vacancy announcements during 2022 and 2023 were conducted according to the provisions of Law No. 06/L-114 on Public Officials, which initially provided for internal recruitment processes (movement within the category and promotion) and then external vacancy announcements. Specifically, in 2022 only 377 out of a total of 1504 procedures (about a quarter) were open to the public, while in 2023 this number increased to 544 out of 1539 procedures, representing a significant improvement compared to the previous year. The biggest change occurred in 2024, when, in accordance with the provisions of the new law, all 1638 vacancy announcements were open to all interested candidates. This transition reflects a more open approach, increasing transparency, competitiveness and equal opportunities for all applicants. The figure below shows only the procedures open to all interested parties during the years 2022-2024.

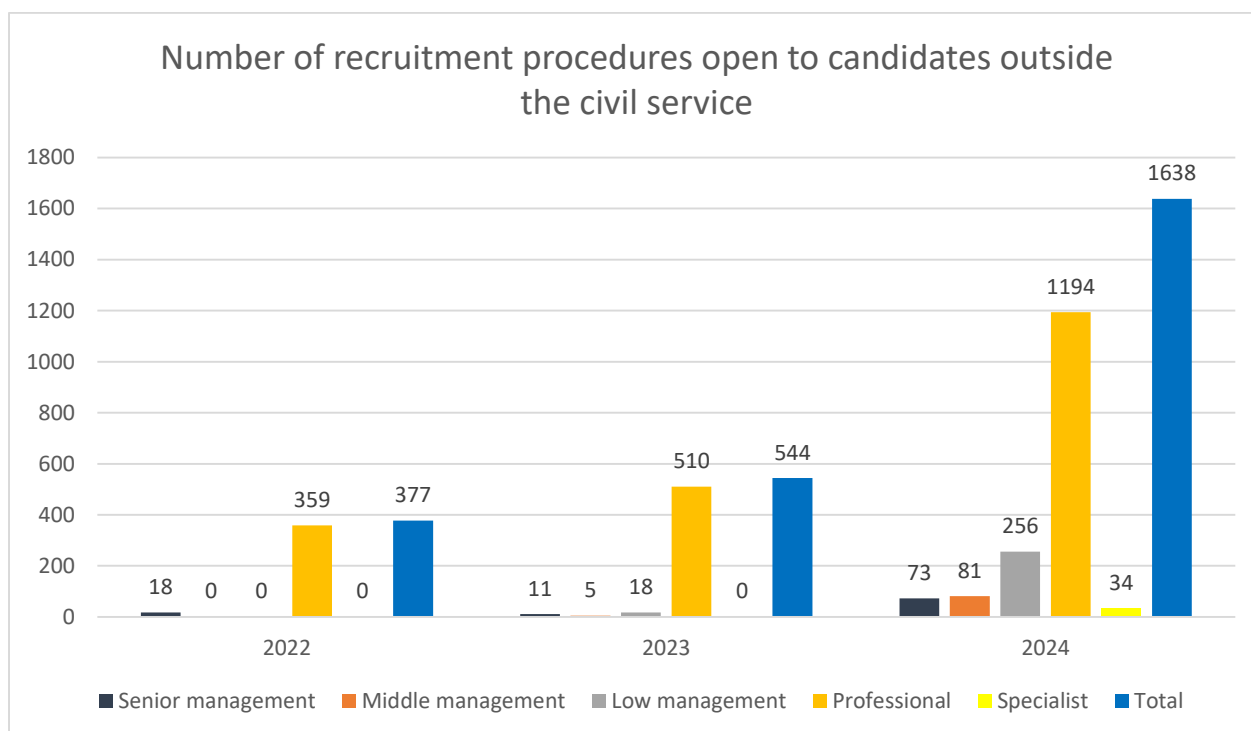


Figure 4: Number of recruitment procedures open to candidates outside the civil service

6.3. Appointments in the civil service during the years 2022-2024

As shown in Table 9 below, during 2024 there was a significant increase in the number of civil servants recruited; a total of 1113 persons were recruited into the civil service, i.e. 44.5% more compared to 770 in 2023. In 2023, 770 civil servants were appointed, while during 2022 there were 747 appointments. A description of more detailed data for each category of civil servants according to Table 9 below will be provided in the following sections.

Year	Level	Gender		Origin of appointments		Ethnicity			Total per category	Total
		M	F	From outside the civil service	Within the civil service	Albanian	Non-majority committ ee	Undeclared		
2022	SMC	4	0	0	4	4	0	0	4	747
	MMC	7	3	0	10	9	1	0	10	
	LMC	62	34	0	96	90	6	0	96	
	PC	335	302	320	317	581	31	25	637	
	Total	408	339	320	427	684	38	25		
	In %	45%	55%	43%	57%	92%	5%	3%		
2023	SMC	2	2	0	4	4	0	0	4	770
	MMC	11	3	0	14	14	0	0	14	
	LMC	64	31	1	94	92	3	0	95	
	PC	324	333	385	272	599	17	41	657	
	Total	401	369	386	384	709	20	41		

	SMC	52%	48%	50%	50%	92%	5%	3%		
2024	MMC	11	1	2	10	11	0	1	12	1113
	LMC	21	10	5	26	31	0	0	31	
	PC	83	64	27	120	144	1	2	147	
	SMC	328	578	788	118	720	50	136	906	
	SC	8	9	3	14	11	2	4	17	
	Total	451	662	825	288	917	53	143		
	In %	41%	59%	74%	26%	82%	5%	13%		

Table 9: Appointments in the civil service during 2022-2024

The figure below shows the trend of gradual increase in the number of civil service appointments over the last three years. In 2022, a total of 747 people were appointed, in 2023 this number marked a slight increase reaching 770 appointments, while the most significant increase occurred in 2024, when a total of 1,113 people were appointed to civil service positions.

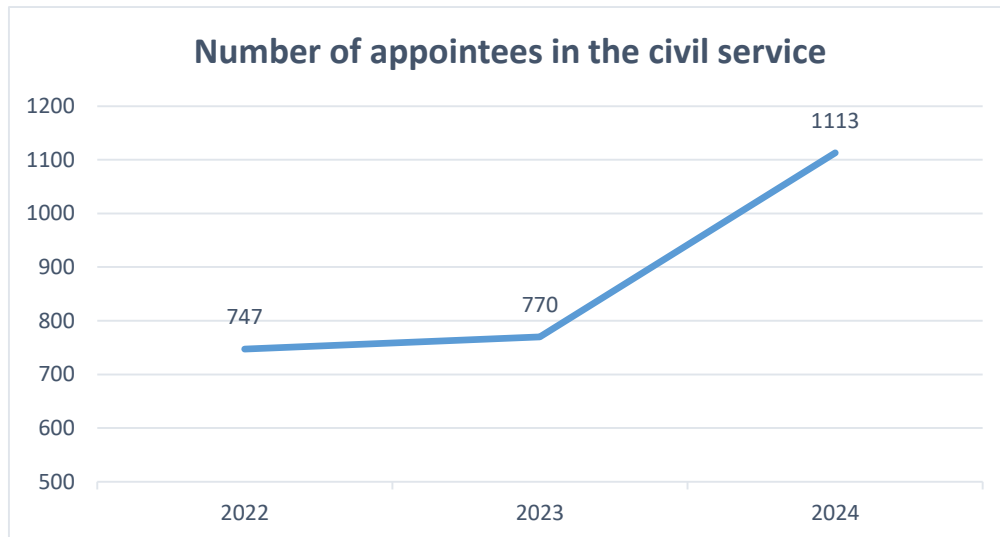


Figure 5: Number of civil service appointees over the last three years

The appointments during 2022 and 2023 include appointments from both internal and open recruitment procedures. While the recruitment procedures during 2024 are all open recruitment procedures. The figure below only shows those appointed through procedures open to all interested parties.

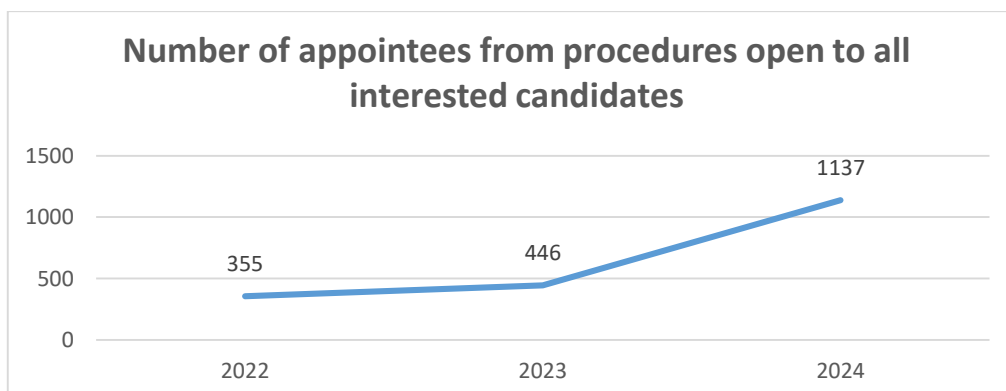
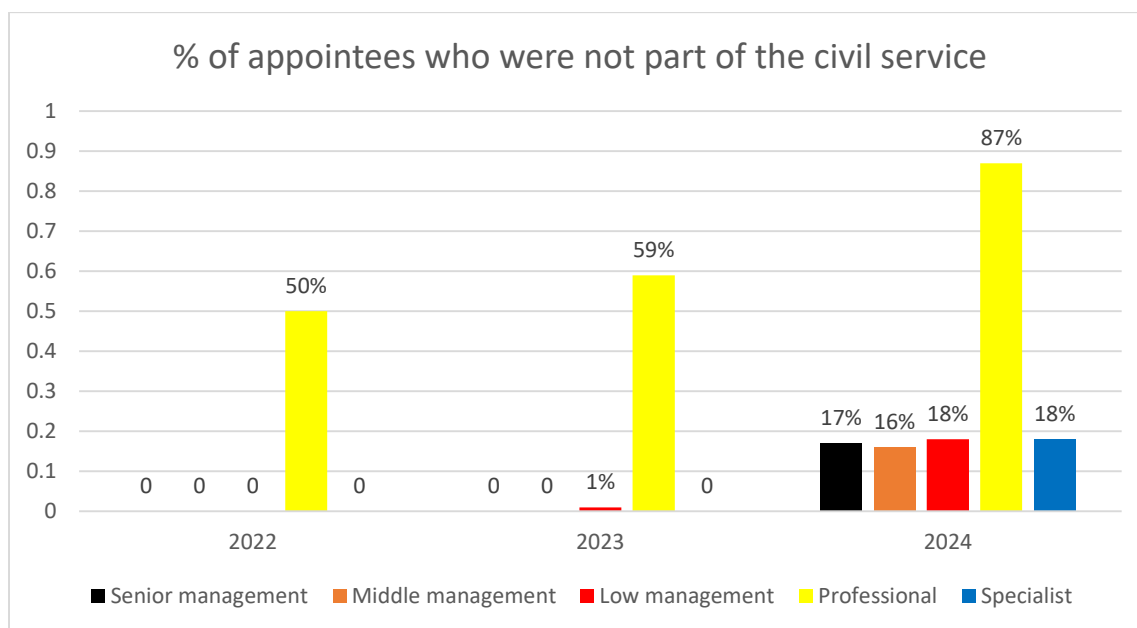


Figure 6: Number of appointees from procedures open to all interested candidates

As can be seen from the data, the opening of vacancy announcements has led to a significant increase in the number of external procedures and has enabled a wider inclusion of candidates, improving competitiveness, transparency and meritocracy in the civil service. It is important to note that out of the 1113 appointees in 2024, a total of 825 appointees have never been part of the civil service, while 285 appointments were made from within the civil service. So, about 74% of the appointees are new from outside the civil service, compared to 50% in 2023 and 43% of the appointees in 2022 were from outside the civil service. It should be clarified that appointments from within the civil service are through open recruitment procedures. The percentage of appointees who have not previously been in the civil service by category is shown in the graph below:

**Figure 7: % of appointed candidates who were not part of the civil service**

The statistics of appointees from outside the civil service show a significant increase in 2024 compared to 2022 and 2023, where for the first time significant percentages were recorded at all levels, including management categories. During 2022 and 2023, during the period of implementation of the previous law, none of the appointees in the management categories were from outside the civil service (1% of the appointees from outside the civil service in 2023 in the low management category belong to the period of implementation of Law No. 08/L-197). However, the number of appointments from outside the civil service in the senior, middle and low management categories remains relatively low (around 16-18%), while in the professional and specialist categories it is higher at around 87%. This shows that, although vacancy announcements are open to all categories, most appointments at management levels still come from within the civil service, thus preserving the necessary professionalism and experience within the public administration. At the same time, the opening of vacancy announcements has enabled the refreshing and expansion of capacities at professional levels by bringing new professionals into the civil service.

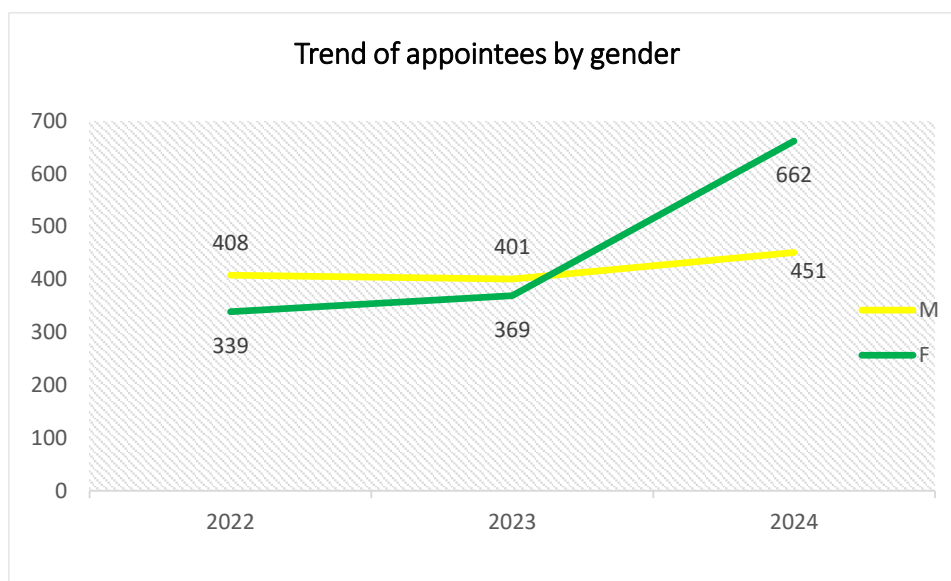


Figure 8: Trend of appointees by gender

The figure above shows the trend of civil service appointments during the years 2022–2024, disaggregated by gender. In 2022, men accounted for a higher number of appointments (408), compared to 339 women appointees. This trend continued in 2023, with 401 men and 369 women appointed. In 2024, for the first time, a significant increase in the number of women appointees was observed, reaching 662, while the number of men appointees also increased, but more moderately, reaching 451. Thus, since the entry into force of the Law on Public Officials, about 59% of the appointments are women. This trend shows a continuous advancement of the representation of women in the civil service, especially in 2024, changing the ratio of the number of appointments in favor of the female gender.

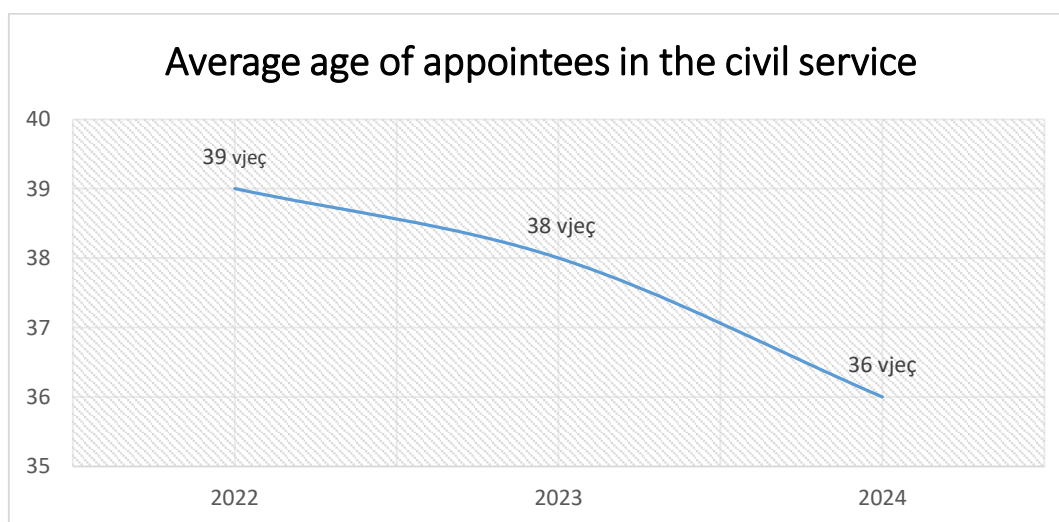


Figure 9: Average age of appointees in the civil service over the past three years

Data on the average age of civil service appointees show a positive trend in the average age of staff recruited during the period 2022–2024. The gradual decrease from 39 years in 2022 to 36 years in 2024 shows that more young employees are being included in the public administration, which can contribute to refreshing capacities, energy and new ideas within state institutions. This trend is in line with efforts to increase competitive and open vacancy announcements to all interested candidates. Reducing the average age of appointees is of particular importance for the civil service, as it brings a better balance between the experience

and energy of civil servants. The integration of younger staff helps to improve flexibility, adaptability to changes and the use of new technologies, thus increasing efficiency and innovation in the administration. Furthermore, this trend helps create a more dynamic and long-term sustainable work environment that prepares institutions for the challenges of the future.

The youngest civil service appointee in 2024 was 18 years old and woman from the non-majority Ashkali community. The oldest appointee was 62 years old, man and from the Serb community. These data show that the civil service is becoming more open and inclusive for all groups in society. The appointment of a new 18-year-old official from the Ashkali community shows that opportunities are being provided for young people and for communities that have previously had less representation in the civil service. On the other hand, the appointment of a 62-year-old official from the Serb community shows that experienced and older people also have a place in the administration. This shows that a balance is being maintained between youth and experience in work.

6.4. Efficiency in recruitment procedures

The data show that the efficiency of recruitment procedures has had a slight downward trend during 2022 and 2023, with an average time of around 102-104 days from the opening of the vacancy announcement to the appointment of the employee. However, in 2024 this time has increased to 116.2 days, indicating a longer time to complete the procedures. This increase in the time to complete the procedure may be a consequence of the increase in the number of open vacancy announcements and the inclusion of more candidates, which requires more time for preliminary verification and professional assessment. The large number of complaints in the recruitment procedure, and the time until the decision of the IOBCSK, as explained below, has also affected the extension of the completion of the recruitment procedure. This average does not include the period of at least 21 days specified under the Preliminary Law for the notification that was made for the opening of the procedure. If that period is also taken into account, in 2024 there is a decrease in the number of days for the completion of the recruitment procedure. However, it is important to continue working to improve this aspect, so that the recruitment procedures are faster and more efficient without compromising the quality of the selection. At the senior management level and the level of specialists, an increase in the duration of the procedure completion is observed during 2024, which in many cases has been reported due to the procedure for selecting the external member of the admission committee, while in the cases of senior management level, also the establishment of the committee and the appointment of the candidate by the Government.

	2022	2023	2024
Senior management level	318.6	114.6	175.5
Middle management level	94.3	110.3	107.4
Low management level	79.9	103.8	120.7
Specialist level	-	-	161.7
Professional level	105.4	104.6	113.5
Average overall time	102.6 days	104.4 days	116.2day

Table 10: Efficiency in recruitment procedures – duration of procedures

7. Departures from civil service in 2024

During 2024, a total of 537 cases of termination of employment were registered in the HRMIS. This includes resignations, retirements, final sentences, disciplinary measures, deaths, etc.

Type of departure	SML	MML	LML	PL	Total
Final sentence for committing a criminal offense intentionally	0	0	1	1	2
Resignation	1	8	17	170	196
Disciplinary measure	0	1	0	21	22
Employee's disability	0	0	0	1	1
Invalidity of the appointment act	0	0	1	6	7
Retirement	2	10	54	204	270
Early retirement	0	0	0	5	5
End of mandate	1	0	0	0	1
Death of the employee		1	6	26	33
Total	4	20	79	434	537

Table 11: Departures from the civil service in 2024

The most frequent forms of termination are retirement with 270 cases and resignation with 196 cases, which constitute over 86% of the total cases. This proves that the departures are mainly due to legal and voluntary conditions. Termination of employment in a lower number includes cases such as: death of the employee with 33 cases, disciplinary measures with 22 cases, invalidity of the appointment act with 7 cases, etc.

Regarding civil service levels, the professional level has the highest number of departures with 434 cases, which represents about 80% of the total. The low management level had 79 cases, the middle management level had 20 departures, while the senior management level had 4 cases.

Type of institution	Departures 2024	Turnover rate
State administration	249	3.37%
Local level	202	4.31%
Independent agencies	23	2.57%
Independent constitutional institutions and other independent institutions	63	2.85%
Total	537	3.53%

Table 12: Departures by administration level

The overall turnover rate during 2024 was 3.53%. The turnover rate was calculated by comparing the number of employees who left with the total number of employees in the civil service. The local level of administration had the highest turnover rate with 4.31%, while the state administration had 249 turnovers with a rate of 3.37%, and independent agencies had 23 turnovers with a rate of 2.57%. Independent constitutional institutions and other independent institutions had the lowest turnover rate, 2.85%, with a total of 63 departures (Table 12).

Functional category	Departures 2024	Departures in %
1 Senior management category	4	2.89%
2 Middle management category	20	3.71%

3	Low management category	79	3.70%
4	Professional category	434	3.66%
Overall rate of departures		537	3.53%

Table 13: Staff turnover rate by employee category for 2024

During 2024, departures from the professional level were 3.66%, followed by the low management category at 3.70%, while the middle management category had a rate of 3.71%. The upper management category had the lowest number of departures at a rate of 2.89% (Table 13).

Regarding the information for the past three years 2022–2024, a total of 1,565 cases of termination of employment were reported. The largest number of terminations was reported in 2023 with 632 cases, then in 2024, 537 cases, while 2022 had 431 cases (Table 14).

Functional category		2022	2023	2024
1	Senior management category	10	3	4
2	Middle management category	17	22	29
3	Low management category	47	90	79
4	Professional category	361	517	434
Total		431	632	537

Table 14: Departures from the civil service during 2022, 2023, 2024

Terminations of employment relationships in most cases belong to the professional category, considering that this category also constitutes the largest number of civil servants.

8. Performance evaluation of civil servants

For 2024, performance evaluation was carried out electronically through the HRMIS. In 2024, 7983 civil servants were evaluated through the HRMIS, which shows that not all civil servants are evaluated through the system. The majority of those evaluated in all institutional levels have received the rating "Meets expectations" which is an assessment that indicates that the civil servant has successfully fulfilled all the duties and requirements set for his role and that his performance is in line with the set objectives, professional conduct and personal behavior. If the average is taken from the five (5) assessment levels, the average score for all assessees is "Meets expectations" or in numerical values 3.18, with small differences between institutions: the local level resulted with the highest average score (3.21), followed by independent agencies (3.19) and the state administration (3.14) (Table 15).

Type of institution	Number of civil servants evaluated	Average rating
State administration	4521	Meets expectations 3.14
Independent agencies	401	Meets expectations 3.19
Municipal level	3061	Meets expectations 3.21
Total number of civil servants evaluated and average grade	7983	Meets expectations 3.18

Table 15: Performance evaluation of civil servants in public administration during 2024



Of those evaluated, 144 civil servants were evaluated with the “exceptional achievement” level, which according to the regulation is given for rare and exceptional cases, when the civil servant has achieved extraordinary results that have a great and visible impact at the national level, and which must be confirmed by the NAO. Similarly, 1201 civil servants were evaluated with the “exceeds expectations” level, which also must be confirmed by the NAO. On the other hand, only 14 civil servants were evaluated with the “unacceptable” level, which means that the civil servant has clearly and repeatedly failed to meet the expectations and requirements for his role and that the performance is well below the established standards and immediate action for improvement is required. 153 civil servants were evaluated with the “needs improvement” level.

It is important to note that the Regulation on Performance Appraisal has provided that for the levels “extraordinary achievement” and “exceeds expectations”, the appraisal must be confirmed, in addition to the supervisor, by the institution’s NAO and the Human Resources Management Unit of the respective institution. During 2024, for 620 civil servants, the appraisal was not confirmed by the NAO, while for 48 of them it was not confirmed by the HRM Unit. For 62 civil servants, the NAO has returned the supervisor’s appraisal for re-evaluation. For the first time in the HRMS, during 2024, the opportunity for supervisor appraisal by subordinate staff was offered. This evaluation has become part of the final evaluation, but it is not accessible by the supervisor or the institution.

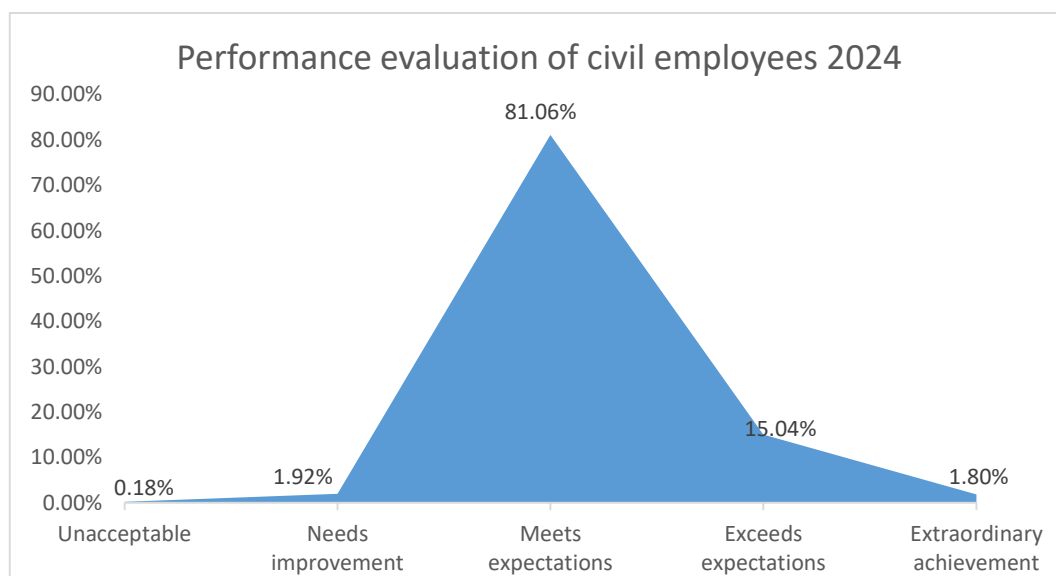


Figure 10. Performance evaluation of civil servants during 2024 according to evaluation levels (%)

The summary of data from all those evaluated shows that the vast majority of civil servants (81.06%) meet expectations, reflecting consistent performance. A significant portion (15.04%) exceeds expectations, while a small percentage (1.80%) are distinguished by exceptional achievements. Only a very limited number (1.92% in total) show performance below the required level, indicating a need for improvement, while only 0.18% (14 civil servants) have unacceptable performance. This shows that in general the performance of the civil service is evaluated as positive, and that the performance evaluation is being based on results, and not like in previous years where most civil servants were evaluated at the highest levels. Having said that, the DMPO will closely cooperate with KIPA and all institutions so that supervisors are trained in setting measurable, realistic objectives, as well as in conducting end-of-year evaluations in an objective and professional manner. Consequently, efforts will be made to link training with evaluations to enable professional development for civil servants.

9. Disciplinary measures in the civil service

The Law on Public Officials addresses the discipline of civil servants in Articles 55 – 62. The Law provides that a civil servant bears disciplinary responsibility for violations of duties and responsibilities in cases where he does not perform the duties assigned to him, when he improperly implements them or when, during their exercise, he acts in contradiction with the constitution, laws and other bylaws in force. According to the LPO, violations of duties and responsibilities of work can be minor violations and serious violations, which are listed in Article 56 of the Law. The Law has provided for specific disciplinary measures for both types of violations, while regarding the competence to impose measures, Article 58 of the Law determines that disciplinary measures for minor violations are imposed by the direct supervisor and/or the highest administrative manager, while disciplinary measures for serious violations are imposed by the disciplinary commission.

During 2024, a total of 125 disciplinary measures were imposed, of which 96 measures were imposed for serious violations and 33 measures for minor violations (table 16).

Disciplinary measures 2022-2024		2022	2023	2024
Measures for minor disciplinary violations		15	27	33
Measures for serious disciplinary violations	Deduction from 20% to 50% of the basic salary for a period of up to six (6) months	53	54	29
	Prohibition of promotion/appointment to a higher category, for a period of one (1) to five (5) years	7	5	7
	Transfer to a similar position in the same grade and category	0	5	10
	Sitting in position	0	5	3
	Suspension from position without pay for up to six (6) months	2	9	11
	Suspension from position with a fine of up to fifty percent (50%) of the base salary, for up to one (1) year	2	14	14
	Resignation from the civil service	14	19	22
	Total measures for serious violations	78	111	96
Total disciplinary measures		93	138	125

Table 16: Disciplinary measures 2022-2024

During 2023, a total of 138 disciplinary measures were imposed, of which 111 measures were imposed for serious violations and 27 measures for minor violations. While during 2022, a total of 93 disciplinary measures were imposed, of which 78 measures were imposed for serious violations and 15 measures for minor violations. The data in the table above show that disciplinary violations are dominated by serious ones, and consequently the most commonly used disciplinary measure is a suspension of 20% to 50% of the basic salary for a period of up to six (6) months.

10. Complaints to the Independent Oversight Board of the Civil Service of Kosovo⁵

⁵All data in this section are taken from the Annual Report of the Independent Oversight Board of the Civil Service for 2024.

The Independent Oversight Board of the Civil Service of Kosovo (IOBCSK) has continued to handle various complaints addressed by civil servants.

In this regard, during 2024, 2,137 new complaints were received/registered and 169 were carried forward from 2023. The total number of complaints reviewed by the Board during 2024 was 1872, or 80.32% of all complaints that the Board had to review during 2024, while 459 complaints or 19.68% of them were carried forward to 2025.

Complaints	Accepted 2024	Carried forward from 2023	Obligation according to the Court	Total number	In percentage
Accepted	2,137	169	26	2,332	100%
Reviewed	1,688	162	23	1,872	80.32%
Under review	449	7	3	459	19.68%

Table 17: Complaints received/reviewed 2024 (Source: IOBCSK Annual Report for 2024)

Compared to previous years, there is a substantial increase in the number of complaints received from year to year.

- In 2022, 1,253 complaints were admitted/registered;
- In 2023, 1,584 complaints were admitted/registered;
- In 2024, 2,137 complaints were admitted/registered.

From the total number of complaints received, it is noted that the largest number of complaints were received in 2024 - 2,137 complaints.

Year	Complaints received	Obligation according to the Court	Total number	Increase in (%) across years
2022	1,253	198	1,451	100%
2023	1,584	49	1,633	12.54%
2024	2,137	26	2,163	32.46%

Table 18: Complaints received during 2022, 2023 and 2024 (Source: IOBCSK Annual Report for 2024)

Of the total of 2137 complaints filed, the largest number of complaints is related to contesting job openings (722 cases or 33.78%), which shows that recruitment processes remain the most contested area in public administration. In second place are complaints about material compensation (595 cases, 27.84%), which, among other things, are related to the changes that have been implemented since the entry into force of the Law on Salaries.

No.	Complaints by object of complaint	Number of complaints	Percentage
1.	Vacancy announcement disputes	722	33.78%
2.	Material compensation	595	27.84%
3.	Demand from the employment relationship	237	11.09%
4.	Violation of the right to salary	214	10.01%
5.	Disciplinary measure	177	8.27%
6.	Transfer	87	4.06%
7.	Evaluation of work results	47	2.18%

8.	Termination of employment relationship	26	1.21%
9.	Suspension of employment relationship	24	1.12%
10.	Preventive suspension	8	0.47%
	Total	2137	100%

Table 19: Complaints by subject of complaint 2024 (Source: IOBCSK Annual Report for 2024)

Of the total number of complaints received during the reporting period, complaints received by institutions are reflected in the following table:

No.	Institution	Number of complaints	Percentage
1	Central administration institutions	1379	64.39%
2	Local administration institutions	568	26.47%
3	Independent institutions and agencies	104	4.84%
4	Justice system institutions	86	4.03%
5	Total	2,137	100%

Table 20: Complaints received by institutions (2024) (Source: IOBCSK Annual Report for 2024)

As can be seen from the table, the largest number of complaints concerns state administration institutions, which is also related to the fact that these institutions have the largest number of civil service employees.

Regarding the manner of decision, out of a total of 1850 complaints processed, the majority were rejected or dismissed: 532 complaints (28.77%) were rejected and 515 (27.85%) were dismissed. A smaller proportion was approved in full (271 complaints, 14.66%) or in part (96 complaints, 5.20%). These data show that over half of the complaints were unsuccessful for the complaining parties (rejection or departure), while only about 20% were approved in full or in part.

No.	Resolution manner	Number of complaints	Percentage
1.	Rejected	532	28.77%
2.	Dismissed	515	27.85%
3.	Approved	271	14.66%
4.	Completion of administrative proceedings	151	8.17%
5.	Return to review	111	5.95%
6.	Partially approved	96	5.20%
7.	Declaration of incompetence	86	4.65%
8.	Obligation to decide	82	4.435%
9.	Suspended	6	0.32
	Total	1850	100%

Table 21: Manner of resolving complaints (2024) (Source: IOBCSK Annual Report for 2024)

11. Training and development of civil servants

In support of the development of the civil service, KIPA has implemented a training program structured around five strategic objectives: (I) Increase capacities for public policy cycle management, better regulation and good governance, (II) Increase capacities for European integration and EU financial assistance, (III) Increase capacities for civil service development,

human resources, increasing the quality of services and accountability; (IV) Increase capacities for public finance management, budget impact assessment and public procurement, and (V) Increase professional capacities for local governance and municipal services.

Date from 01/01/2024 to 29/11/2024										Gender		
Field	Courses	Groups	Hrs	Days	Participants	Attendance	Certification	Group average	Average grade	M	F	Minority
General Management	2	2	32	4	19	38	19	9.50	4.75	9	10	0
Administration and Legislation	8	36	752	94	798	1877	779	22.17	4.79	434	342	15
Human Resources	4	7	232	29	115	482	114	16.43	4.82	42	73	2
Budget and Finance	8	29	936	117	594	2781	282	20.48	4.87	353	234	5
Information Technology	4	6	80	10	54	86	54	9.00	4.60	22	32	0
Municipal Affairs	9	25	328	41	560	879	553	22.40	4.86	231	329	12
Total	35	105	2360	295	2140	6143	1801	16.66	4.78	1091	1020	34

Table 22: Trainings implemented during 2024 (source: KIPA Annual Report 2024)

In accordance with the objectives of the Training Program, a total of 2140 participants were trained in 35 different courses, over a total of 295 training days, with 6143 participants in the training. All trainings were held in a traditional classroom setting. According to the gender structure, 1020 were women and 1091 were men. From the senior management category, 10 participants participated in the trainings, from the middle and low management category 296 and from the professional category 1764 and from the administrative staff 41. During the year, four (4) training courses for trainers were organized in which courses 12 new trainers were certified out of 42 candidates who had applied.

12. Salaries in the civil service

The Law on Salaries in the Public Sector, in its annexes, has determined the coefficients for each of the functions in public institutions. The ratio of coefficients is two to eighteen (2:18), distributed in one hundred and thirty-six (136) levels of coefficients. The highest coefficient is foreseen for the position of the President (coefficient 18) while the lowest coefficient is foreseen for police, correctional, customs and KSF cadets (coefficient 2). According to Article 9 of the Law, the monetary value of the coefficient is determined by the annual budget law in accordance with the legislation on public finance management. According to Article 32 of Law No. 08/L-260 on Budget Appropriations for the Budget of the Republic of Kosovo for the Year 2024, the monetary value of the coefficient for the Law on Salaries in the Public Sector during the year 2024 is set at one hundred and ten (110) Euros.

For 2024, the total budget dedicated to salaries and allowances in the public sector in Kosovo was around 805.4 million Euros. In 2023, the budget for salaries was 767.3 million Euros, while in 2022 it was 653.4 million Euros. This represents an increase of around 23.27% in 2024 compared to 2022, indicating a significant increase in the salary budget during this period.

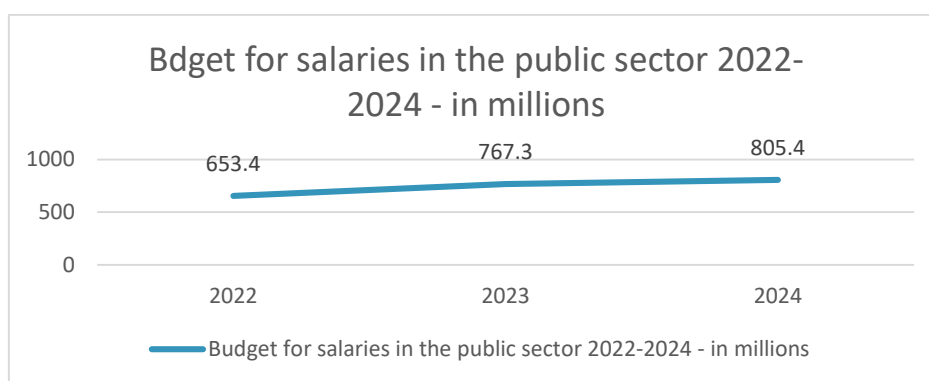


Figure 11: Budget for salaries in the civil service 2022-2024 - in millions

The increase in the salary budget from 2022 to 2023 reflects the implementation of the new Law on Salaries, which has brought about salary increases for many sectors. While the increase between 2023 and 2024 indicates the adjustment of the salary coefficient of 110 Euros for 2024, compared to the value of 105 Euros during 2023.

12.1.1. Salaries in the public sector

According to the publication "Salary Level in Kosovo, 2024" of the Kosovo Agency of Statistics (KAS), the average gross salary for the public sector in 2024 was 755 Euros per month, while the average net salary was 668 Euros per month. According to KAS, compared to 2020, the gross salary increased by 131 Euros or 21.0%, while the net salary increased by 116 Euros, also 21.0%. While in the private sector, according to KAS, the gross salary in 2024 was 598 Euros, while the net salary was 459 Euros. Regarding the minimum salary in Kosovo, until September 2024, the minimum salary was categorized as 130 Euros for employees up to the age of 35 and 170 Euros for employees over the age of 35, while from 1 October 2024, the minimum gross salary in Kosovo is 350 Euros according to Decision No. 02/218 of 28/08/2024 of the Government of the Republic of Kosovo.

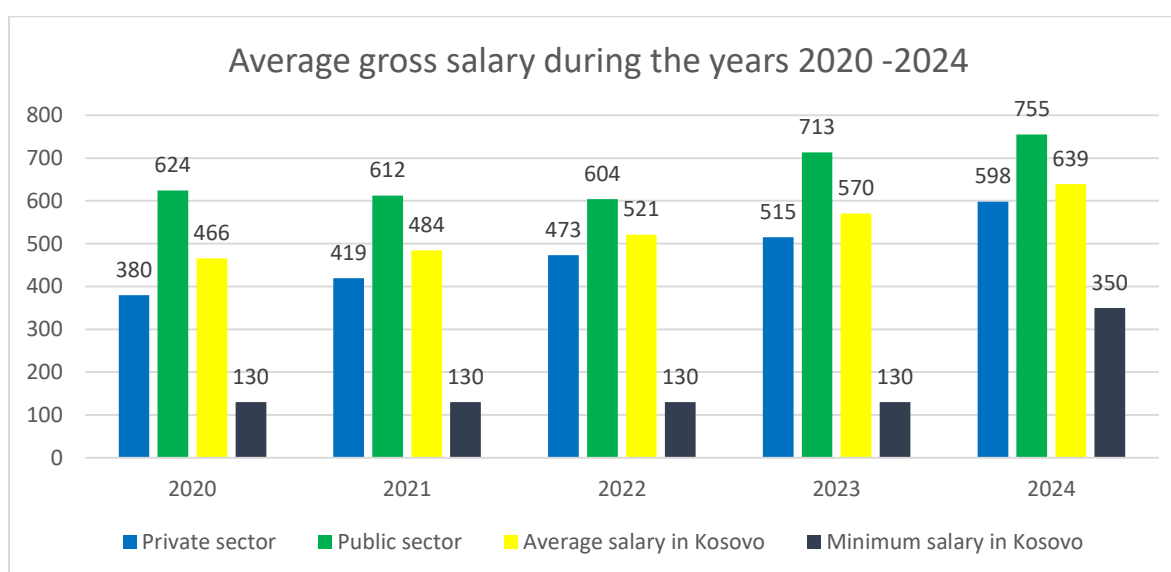


Figure 12: Average gross salary during 2020-2024 in the private and public sectors

As can be seen from the figure with data obtained from KAS, the average gross salary in Kosovo has increased significantly in 2023, due to the entry into force in February 2023 of the Law on Salaries in the Public Sector. As can be seen, currently the average salary in the public sector in Kosovo is about 18.2% higher than the average salary in Kosovo in all sectors, while about 26.3% higher than that in the private sector. It should be clarified that the data for the public sector according to KAS include all employees who receive a salary from the Budget of the Republic of Kosovo, while the data below will be limited only to employees within the civil service.

12.1.2. Salaries in the civil service

According to data from the Treasury within the Ministry of Finance, Labor and Transfers, the average gross salary of civil servants during 2024 was 722 Euros. This salary includes the basic salary obtained by multiplying the position coefficient with the monetary value of the coefficient (110 Euros for 2024), and adding the part of the salary increase as a result of work experience, as well as the transitional allowance according to Article 41 of the Law on Salaries, which according to the Judgment of the Constitutional Court in case K079/23, will be applicable until the new salary becomes equivalent to the salary that the official had before the entry into force of the law on salaries (this right to the transitional allowance according to the Judgment also belongs to new employees in these positions after the entry into force of the law).

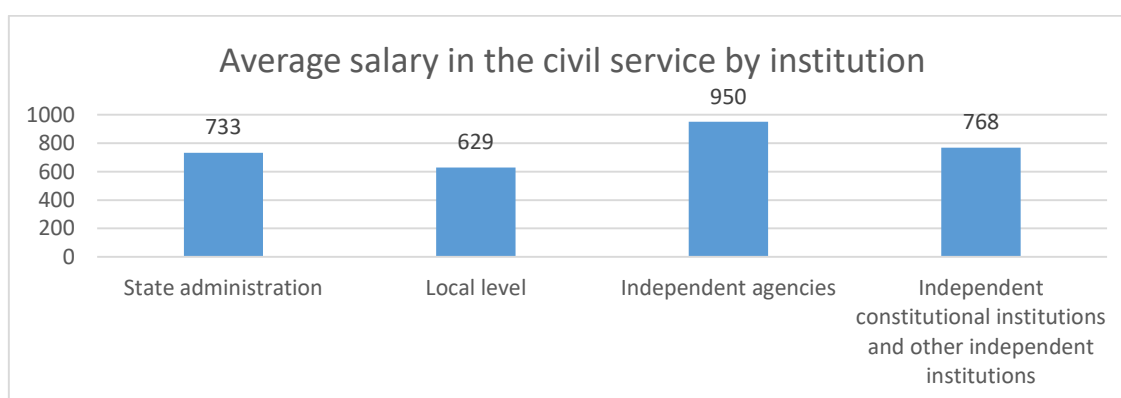


Figure 13: Average gross salary in the civil service by institution

The data in this graph show that the average salary is highest in Independent Agencies (950 Euros), while the lowest at the local level (629 Euros). This is partly explained by the transitional allowance—which in these agencies is on average 186 Euros—as a result of salaries before the entry into force of the Law on Salaries. In addition, the differences also reflect the role structures within the institutions: in municipalities the highest category corresponds to low-level managers, while in central institutions there are positions up to senior managers, which increases the average salary at the central level.

Regarding the categories of officials, the data show a clear hierarchy of salaries by category: the average salary increases from the Professional Category (657 Euros), to Specialists (784 Euros), Low Management Category (911 Euros), Middle Management Category (1,120 Euros) and reaches its highest at the Senior Management Category (1,483 Euros). This differentiation, presented in the graph below, reflects the responsibilities and complexity of the categories.

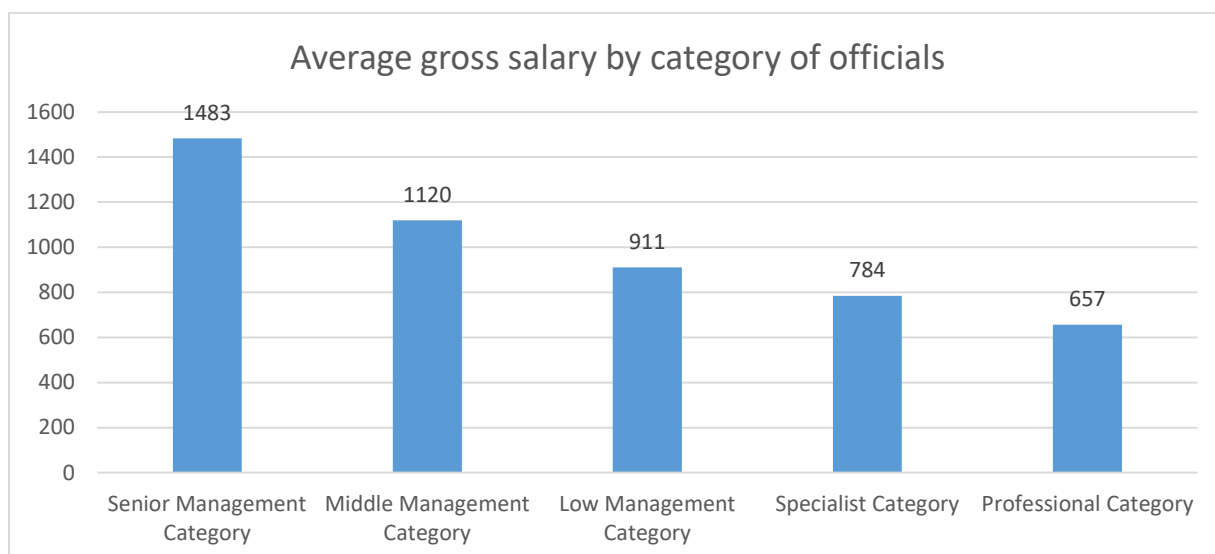


Figure 14: Average gross salary by official categories

Regarding classes, according to Regulation (GRK) No. 06/2024 on the Classification of Jobs in the Civil Service, only the professional category is divided into three classes: Professional 1, Professional 2 and Professional 3. The graph below presents the difference in average salaries within the professional category, which range from 476 to 795 Euros.

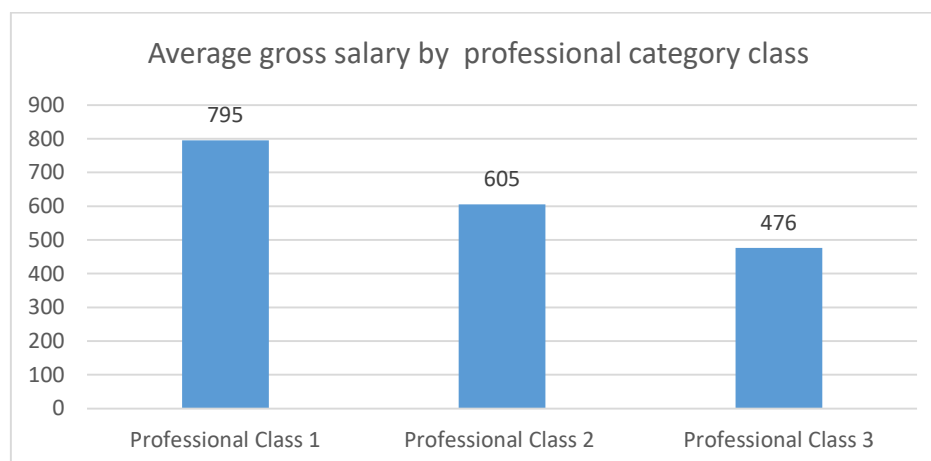


Figure 15: Average gross salary by professional category classes

Regarding gender, one of the main principles of the Law on Salaries is the principle of equality and non-discrimination, which means that everyone, without any discrimination, has the right to receive equal pay for equal work, taking into account the nature of the work, the requirements for the workplace, the institution where the duty is performed, and the qualification. For this reason, the law provides for coefficients determined for each of the functions defined in the annexes to the law, regardless of who holds the position or the status of the position holder. However, in terms of statistics, the average gross salary for men civil servants is 744 Euros, while for women civil servants it is 692 Euros. This difference in the average salary between women and men in the public sector reflects the lower representation of women in management positions, for which the law determines higher salaries. This change in the structure of the civil service contributes to the average salary gap and again shows the need to take measures to promote gender equality in all institutions, and to achieve equal representation in all management categories.

According to KAS data, the average gross salary in the public sector in Kosovo for 2024 in the field of information and communication technology is 1,090 Euros. Meanwhile, the average gross salary for civil servants categorized according to Annex 14.4 - Experts, which includes key positions in state information and communication systems of strategic state importance, is 1,373 Euros. It is important to note that, although these positions are of key importance for the development of the information and communication system in Kosovo, not all positions related to this sector fall within the scope of this annex. These data indicate the efforts of public institutions to compete for key positions in the field of information and communication technology with the private market in order to attract qualified professionals and to influence the improvement of the capacities of the public sector in this field and the further development of the digital system in Kosovo.

13. Conclusion and next steps

The Annual Report on Human Resources Management for 2024 provides a clear and structured overview of the state of public administration in the Republic of Kosovo, combining statistical analysis, three-year trends and assessments of key performance indicators. This document reflects the recent legal and organizational changes undertaken, the implementation of new mechanisms for salaries and for public officials, as well as their impact on the structures and processes of recruitment and management of civil servants.

The main findings show that the civil service consists of 15,172 civil servants across all categories, and that the gender and ethnic disaggregations still reflect challenges towards a more balanced representation and inclusion of underrepresented groups. Although there has been an increase in the representation of women in the civil service, efforts need to continue to close the gender gap in leadership positions and ensure equal opportunities for all. The concentration of employees in the 41–60 age group highlights the need for strategic succession planning and knowledge transfer. Furthermore, over the past year there has been an increase in the number of vacancy announcements and applications from citizens, but there has also been an increase in the time taken to complete recruitment procedures — an issue that requires improving the efficiency of processes.

The report reflects important achievements such as the adoption and implementation of the Law on Public Officials and the Law on Salaries and related bylaws, the functionalization and advancement of the HRMIS, as well as the adoption of the job catalog — steps that strengthen the legal basis and enable better human resources management. However, the quality of data in the HRMIS remains a major challenge. The use of the HRMIS is a legal obligation for all institutions. However, it is not fully used by some institutions including the Constitutional Court, the Prosecutorial Council and the Judicial Council, some independent constitutional agencies and other independent agencies. Another related issue is the lack of complete classification and updates of officials' data. These limitations impact the possibility of

accurate planning and effective monitoring of human resources, including the drafting of this report. While progress has been made in the internal organization of public institutions, as evidenced by the number of internal organization regulations adopted, completion of the classification process remains a challenge.

Opening up the vacancy announcements to all interested parties, including those outside the civil service, has significantly increased the number of applications, brought about appointments from outside the civil service, and contributed to an increase in the number of women admitted, as well as to a decrease in the average age of those appointed — bringing new ideas and skills to the civil service. Data show that the average salary in the public sector in Kosovo has increased in recent years with the entry into force of Law No. 08/L-196 on Salaries and increases annually with the budget law. The law has created a harmonized salary structure, with minimal differences between institutions, but these differences increase when the transitional allowance of employees is taken into account. With the law on salaries, efforts have been made to increase competitiveness with the private sector, especially in the information technology sector, with the aim of developing the capacities of public administration in this sector.

Taking into account the findings of the report, priority steps for the coming year and the following years will focus on implementing the reforms set out in the Kosovo Reform Agenda under the EU Instrument for Reform and Growth in the Western Balkans, as well as the activities set out in the Public Administration Reform Strategy 2022 – 2027 and the Action Plan 2025 – 2027. Overall, the main priorities will focus on:

- Accelerate the full use of the HRMIS and its linkage with the salary system. Training and technical support should be provided to HRMUs on the use of the HRMIS and on ensuring data quality.
- Finalization and full implementation of the job classification and restructuring process in all public institutions, in accordance with the Law on Public Officials and the job catalog, to guarantee the fairest implementation of the Law on Salaries.
- Improvement of the efficiency of recruitment procedures through automation of the selection of admission committees and the deployment of the question bank.
- Further implementation of affirmative measures to increase the representation of women, non-majority communities and persons with disabilities, as well as monitoring the implementation of quotas and dedicated vacancy announcements.
- Strengthening professional capacities through KIPA training programs and continuous development of trainers, including the use of modern teaching methods and e-learning tools.

In conclusion, the progress achieved during 2024 demonstrates institutional commitment and important steps towards the professionalization of the civil service. To reinforce these achievements and address the identified challenges, the implementation of the above measures will be a top priority in the coming years.



Republika e Kosovës
Republika Kosova - Republic of Kosovo
Qeveria - Vlada - Government

Nr. 08/226

Datë: 23.10.2024

Në mbështetje të nenit 92 paragrafi 4. dhe të nenit 93 paragrafi 4 të Kushtetutës së Republikës së Kosovës, të nenit 8 të Ligjit Nr. 08/L-117 për Qeverinë e Republikës së Kosovës, bazuar në nenin 31, paragrafin 5. të Rregullores Nr. 06/2024 për Klasifikimin e Vendeve të Punës në Shërbimin Civil, në pajtim me nenin 78 të Rregullores Nr. 17/2024 të Punës së Qeverisë së Republikës së Kosovës, Qeveria e Republikës së Kosovës, në mbledhjen e mbajtur më 23 tetor 2024, merr këtë:

V E N D I M

1. Miratohet Katalogu i Vendeve të Punës për Shërbimin Civil.
2. Obligohen të gjitha institucionet që të përfundojnë klasifikimin e vendeve të punës në përputhje me Rregulloren Nr. 06/2024 për Klasifikimin e Vendeve të Punës dhe këtë katalog.
3. Me hyrjen në fuqi të këtij vendimi, shfuqizohen pikat 3. dhe 4. të Vendimit të Qeverisë Nr. 04/128, të datës 16 shkurt 2023.
4. Obligohet Ministria e Punëve të Brendshme dhe Institucionet tjera të Republikës së Kosovës për zbatimin e këtij vendimi.
5. Pjesë përbërëse e këtij vendimi është Shtojca 1 - Katalogu i Vendeve të Punës për Shërbimin Civil.
6. Vendimi hyn në fuqi ditën e publikimit në Gazetën Zyrtare të Republikës së Kosovës.

Albin KURTI

Kryeministër i Republikës së Kosovës

Iu dërgohet:

- Zëvendëskryeministrave
- Të gjitha ministrave (ministrave)
- Sekretarit të Përgjithshëm të ZKM-së
- Arkivit të Qeverisë



Republika e Kosovës
Republika Kosova - Republic of Kosovo
Qeveria - Vlada – Government

No.08/226
Date: 23/10/2024

Pursuant to Article 92, paragraph 4, and Article 93, paragraph 4, of the Constitution of the Republic of Kosovo, Article 8 of Law No. 08/L-117 on the Government of the Republic of Kosovo, based on Article 31, paragraph 5, of Regulation No. 06/2024 on the Classification of Job Positions in the Civil Service, and in accordance with Article 78 of Regulation No. 17/2024 on the Work of the Government of the Republic of Kosovo, the Government of the Republic of Kosovo, at the meeting held on 23 October 2024, adopts the following:

D E C I S I O N

1. The Catalogue of Job Positions for the Civil Service is approved.
2. All institutions are obliged to complete the classification of job positions in accordance with Regulation No. 06/2024 on the Classification of Job Positions and this catalogue.
3. Upon the entry into force of this Decision, points 3 and 4 of Government Decision No. 04/128, dated 16 February 2023, are repealed.
4. The Ministry of Internal Affairs and other institutions of the Republic of Kosovo are obliged to implement this decision.
5. An integral part of this Decision is Annex 1 – the Catalogue of Job Positions for the Civil Service.
6. This decision enters into force on the day of its publication in the Official Gazette of the Republic of Kosovo.

Albin KURTI

Prime Minister of the Republic of Kosovo

To be sent to:

- The Deputy Prime Ministers
- All Ministries (Ministers)
- Secretary General of the Office of the Prime Minister
- Government Archive

Njoftim për miratim te Katalogut

From: info.dmzp
Sent: Monday, October 28, 2024 4:42 PM
To: Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Flutura Zena <Flutura.Zena@rks-gov.net>; Adelina Sopi <Adelina.Sopi@rks-gov.net>; Sanie Elezi <Sanie.Elezi@rks-gov.net>; Rejhane Islami <Rejhane.Islami@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Ilirjana Zariqi <Ilirjana.Zariqi@rks-gov.net>; Mirjeta Ahmeti Ibrahimimi <Mirjeta.Ahmeti@arh-ks.org>; Deniz Jonuzi <Deniz.Jonuzi@rks-gov.net>; 'ardiana.bokshi@ero-ks.org; Flora Hajrizi <flora.hajrizi@arru-rks.org>; Luljeta Arifi <Luljeta.Arifi@rks-gov.net>; Bukurije Burjani <bukurije.burjani@rks-gov.net>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Vahide Behrami <Vahide.Behrami@kqz-ks.org>; Pranvera Krasniqi <Pranvera.Krasniqi@rks-gov.net>; Valbona Millaku <Valbona.Millaku@pzap-ks.org>; Faton Fetoshi <Faton.Fetoshi@rks-gov.net>; Besim Jonuzaj <Besim.Jonuzaj@rks-gov.net>; Donjeta Nimani <donjeta.nimani@rks-gov.net>; Fitore Maliqi <Fitore.Maliqi@rks-gov.net>; Liridona Shala <Liridona.Shala@rks-gov.net>; Jehona Murati <Jehona.Murati@rks-gov.net>; Dafina B. Gashi <Dafina.B.Gashi@rks-gov.net>; Osman Sejdiu <Osman.Sejdiu@rks-gov.net>; Agim Demiri <Agim.Demiri@rks-gov.net>; Ardiana Hajdari <ardiana.hajdari@rks-gov.net>; Sadije Bilalli <sadije.bilalli@rks-gov.net>; Delvina Duraku <Delvina.Duraku@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Visar Gashi <visar.gashi@rks-gov.net>; Ismet Kukleci <Ismet.Kukleci@rks-gov.net>; Muhidin Emini <Muhidin.Emini@rks-gov.net>; Fikrete Veliu <Fikrete.Veliu@rks-gov.net>; Hasan Gjyrevci <Hasan.Gjyrevci@rks-gov.net>; Hanumshahe S Hajdini <hanumshahe.s.hajdini@rks-gov.net>; Kushtrim Brahimaj <kushtrim.brahimaj@rks-gov.net>; Besim Azizi <Besim.Azizi@rks-gov.net>; Fisnik Shoshi <fisnik.shoshi@rks-gov.net>; Hidajete Hoxha-Guri <Hidajete.Hoxha-Guri@rks-gov.net>; Burim Kryeziu <burim.kryeziu@rks-gov.net>; Xhavit Dauti <xhavit.dauti@rks-gov.net>; Xhevahire Zeqiri <Xhevahire.Zeqiri@rks-gov.net>; Gani Bahtjaraj <Gani.Bahtjaraj@rks-gov.net>; Bekim Sadiku <Bekim.Sadiku@rks-gov.net>; Lirije Fejza <Lirije.Fejza@rks-gov.net>; Agron.S. Mehmeti <Agron.s.Mehmeti@rks-gov.net>; Antigona Morina <Antigona.Morina@rks-gov.net>; Fitim Bunjaku <fitim.bunjaku@rks-gov.net>; Fadil M. Aliu <Fadil.M.Aliu@rks-gov.net>; Isa Gashi <Isa.Gashi@rks-gov.net>; Agron.A. Thaqi <agron.a.thaqi@rks-gov.net>; Mirjeta Rukolli <Mirjeta.Rukolli@rks-gov.net>; Irena Milenkovic <Irena.Milenkovic@rks-gov.net>; Hysen Ymeri <Hysen.Ymeri@rks-gov.net>; Bislim Dushi <Bislim.Dushi@rks-gov.net>; Ajete Berisha <Ajete.Berisha@rks-gov.net>; Arton K. Krasniqi <arton.k.krasniqi@rks-gov.net>; Shefkije Morina <Shefkije.Morina@rks-gov.net>; Sandra Stevic Stankovic <sandra.stevic@rks-gov.net>; Skender Hoda <Skender.Hoda@rks-gov.net>; Zoran Nikolic <Zoran.Nikolic@rks-gov.net>; Marina Cuckic <Marina.Cuckic@rks-gov.net>; Milena Lazovic <Milena.Lazovic@rks-gov.net>; Stevan Djokic <Stevan.Djokic@rks-gov.net>; Dejan Radojkovic <Dejan.Radojkovic@rks-gov.net>; Xhemil Klinaku <Xhemil.Klinaku@rks-gov.net>; Arfet Limaj <Arfet.Limaj@rks-gov.net>; Driton Bajramaj <Driton.Bajramaj@rks-gov.net>; Ilir Gllasoviku <Ilir.Gllasoviku@rks-gov.net>; Shqipe Makolli <Shqipe.Makolli@rks-gov.net>; Qamil Ajvazi <Qamil.Ajvazi@rks-gov.net>; Fatime Bajraktari <Fatime.Bajraktari@rks-gov.net>; Freskina Isufaj <freskina.isufaj@rks-gov.net>; Valentina Ymeri <Valentina.Ymeri@rks-gov.net>; Kumrije Sinani <Kumrije.Sinani@rks-gov.net>; Mihrije Shaljani <Mihrije.Shaljani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Orhan Devaja <Orhan.Devaja@rks-gov.net>; zyrafete.berisha@fic-ks.org; Lindita Osaj <Lindita.Osaj@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Petrit Bruqi <Petrit.Bruqi@rks-gov.net>; Arta Dushi <Arta.Dushi@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Arta Kotorri <Arta.Kotorri@rks-gov.net>; Shpresa H Sogojeva <Shpresa.H.Sogojeva@rks-gov.net>; Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Adelina Sopi <Adelina.Sopi@rks-gov.net>; Sanie Elezi <Sanie.Elezi@rks-gov.net>; Rejhane Islami <Rejhane.Islami@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Ilirjana Zariqi <Ilirjana.Zariqi@rks-gov.net>; Mirjeta Ahmeti Ibrahimimi <Mirjeta.Ahmeti@arh-ks.org>; Deniz Jonuzi <Deniz.Jonuzi@rks-gov.net>; Flora Hajrizi <flora.hajrizi@arru-rks.org>; Luljete Latifi <Luljete.Latifi@rks-gov.net>; Bukurije Burjani <bukurije.burjani@rks-gov.net>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Vahide Behrami <Vahide.Behrami@kqz-ks.org>; Arta S. Berisha <Arta.S.Berisha@rks-gov.net>; Valbona Millaku <Valbona.Millaku@pzap-ks.org>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Petrit Bruqi <Petrit.Bruqi@rks-gov.net>; SMVP <ashi.smpv@rks-gov.net>; Mustafa Shala <Mustafa.Shala@rks-gov.net>; zyrafete.berisha@fic-ks.org; Fidan Hamiti <Fidan.Hamiti@rks-gov.net>; Afrodita Gashi <Afrodita.Gashi@rks-gov.net>; nurije.halili@uni-gjk.org; Kosovare Shabani <kosovare.shabani@rks-gov.net>; Lendita Rreba Selimi <Lendita.Rreba.Selimi@rks-gov.net>; Skender Kokollari <Skender.Kokollari@rks-gov.net>; Brikena Luzha <Brikena.Luzha@rks-psh.org>; Sajmir Gjoci <Sajmir.Gjoci@rks-psh.org>; Bislim S.Gashi <Bislim.S.Gashi@gjyqesori-rks.org>; Naime Feta <Naime.Feta@rks-gov.net>; Miradije Haziraj <Miradije.Haziraj@assembly-kosova.org>; Dafina Strana-Ujkani <Dafina.Strana-Ujkani@rks-gov.net>; Shqipe Pacarada <Shqipe.Pacarada@oik-rks.org>; Adelina Nallbani <Adelina.Nallbani@gjk-ks.org>; Behram Latifi <Behram.Latifi@rks-gov.net>; Shenaj Hoxha <Shenaj.Hoxha@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; fatmir.gervalla@arkep-rks.org; fatos.meca@pak-ks.org; Vjollca T. Gashi <vjollca.T.gashi@rks-gov.net>; Lavdim Musa <Lavdim.Musa@rks-gov.net>; Driton Ujkani <Driton.Ujkani@rks-gov.net>; Marslinda Byci <marslinda.byci@rks-gov.net>; Jehona Vasolli <jehona.vasolli@rks-gov.net>; fatos.meca@pak-ks.org; Suzana Aliu <suzana.aliu@rks-gov.net>; Arb Përzhaku <arb.perzhaku@rks-gov.net>; Arnesa Hyseni <arnesa.hyseni@rks-gov.net>; Arta S. Berisha <Arta.S.Berisha@rks-gov.net>; Donjeta Nimani <donjeta.nimani@rks-gov.net>; Aferdita Bejqi <Aferdita.Bejqi@rks-gov.net>; Osman Sejdiu <Osman.Sejdiu@rks-gov.net>; Hasan Gjyrevci <Hasan.Gjyrevci@rks-gov.net>; Hidajete Hoxha-Guri <Hidajete.Hoxha-Guri@rks-gov.net>; floriye abazi <floriye.abazi@kosovopolice.com>; Kumrije Sinani <Kumrije.Sinani@rks-gov.net>; 'Nalan Abazgjik' <Nalan.Abazgjik@kpm-ks.org>; Mihrije Shaljani <Mihrije.Shaljani@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Hajdar Mehmeti <Hajdar.Mehmeti@rks-gov.net>; Mahije Haradinaj <Mahije.Haradinaj@president-ksgov.net>; Driton Ujkani <Driton.Ujkani@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Ardiana Bokshi <Ardiana.Bokshi@rks-gov.net>; Petrit Bruqi <Petrit.Bruqi@rks-gov.net>; 'Merita Koliqi <Merita.Koliqi@dogana-ks.org>; sadete.azemi@umib.net; Arta S. Berisha <Arta.S.Berisha@rks-gov.net>; Mihrije Shaljani <Mihrije.Shaljani@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Teuta Morina <Teuta.Morina@rks-gov.net>
Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Fikrete Zeka <Fikrete.Zeka@rks-gov.net>; Minire Gjokaj <Minire.Gjokaj@rks-gov.net>; Selvete Gjonbalaj <Selvete.Gjonbalaj@rks-gov.net>; Cengiz Kovac <Cengiz.Kovac@rks-gov.net>; Qefsere Gashi <Qefsere.Gashi@rks-gov.net>; Petrit Leci <Petrit.leci@rks-gov.net>; Leonora Zeka <Leonora.Zeka@rks-gov.net>; Selami Osmani <Selami.Osmani@rks-gov.net>; Jeton Rama <Jeton.Rama@rks-gov.net>; Atifete Haklaj <Atifete.Haklaj@rks-gov.net>; Irfan Pacarada <Irfan.Pacarada@rks-gov.net>; Shemsi Haxha <shemsi.haxha@rks-gov.net>; Besa Bytyci <Besa.Bytyci@rks-gov.net>; Zade Kuqi <Zade.Kuqi@rks-gov.net>; Dashurie Pirce <Dashurie.Pirce@rks-gov.net>
Subject: Njoftim për miratim te Katalogut

Të nderuar,

Departamenti për Menaxhimin e Zyrtarëve Publik/MPB, ju informon se Qeveria e Republikës Kosovës në mbledhjen e 226-të, me vendimin nr. 08/226, datë 23.10.2024 ka miratuar Katalogun e Vendeve te Punës ne Shërbim Civil dhe ka **shfuqizuar** pikat 3 dhe 4 e vendimit nr. 04/128, të datës 16.02.2023 i Qeverisë së Kosovës.

Mbi këtë bazë, ju njoftojmë se ka përfunduar procesi i përshtatjes dhe korrigjimi i të dhënave të të punësuarve sipas Vendimit të Qeverisë Nr.04/128 të datës 16.02.2023 dhe se tani e tutje **obligohen** të gjitha institucionet që të përfundojnë klasifikimin e vendeve të punës në institucionet e tyre në përputhje me Katalogun e Vendeve të Punës për Shërbimin Civil dhe legjislacionin tjetër në fuqi.

Andaj, luteni që t’i ndërmermni masat për zbatimin e këtij vendimi, të cilin e keni te bashkëngjitur .

Me respekt,

Departamenti për Menaxhimin e Zyrtarëve Publik
Ministria e Punëve të Brendshme

Poštovani,

Departman za upravljanje javnim službenicima/MUP vas obaveštava da je Vlada Republike Kosovo na 226. sednici, odlukom br. 08/226, od 23.10.2024. godine, dao je saglasnost na Katalog radnih mesta u civilnoj službi i stavio van snage tačke 3 i 4 odluke br. 04/128, od 16.02.2023.godine Vlade Kosova.

Na osnovu toga, obaveštavamo Vas da je završen proces prilagođavanja i ispravke podataka o zaposlenima prema Odluci Vlade br. 04/128 od 16.02.2023. godine i da su od sada sve institucije u obavezi da izvrše klasifikaciju radnih mesta svojim institucijama u skladu sa Katalogom radnih mesta za cibilnu službu i drugim važećim propisima.

Stoga vas molimo da preduzmete mere za sprovođenje ove priložene odluke.

S poštovanjem,

Departman za upravljanje javnim službenicima

Ministarstvo unutrašnjih poslova



Notice of approval of the Catalog

From: info.dmzp
Sent: Monday, October 28, 2024 4:42 PM
To: Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Flutura Zena <Flutura.Zena@rks-gov.net>; Adelina Sopi <Adelina.Sopi@rks-gov.net>; Sanie Elezi <Sanie.Elezi@rks-gov.net>; Rejhane Islami <Rejhane.Islami@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Ilirjana Zariqi <Ilirjana.Zariqi@rks-gov.net>; Mirjeta Ahmeti Ibrahimimi <Mirjeta.Ahmeti@arh-ks.org>; Deniz Jonuzi <Deniz.Jonuzi@rks-gov.net>; 'ardiana.bokshi@ero-ks.org; Flora Hajrizi <flora.hajrizi@arru-rks.org>; Luljeta Arifi <Luljeta.Arifi@rks-gov.net>; Bukurije Burjani <bukurije.burjani@rks-gov.net>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Vahide Behrami <Vahide.Behrami@kqz-ks.org>; Pranvera Krasniqi <Pranvera.Krasniqi@rks-gov.net>; Valbona Millaku <Valbona.Millaku@pzap-ks.org>; Faton Fetoshi <Faton.Fetoshi@rks-gov.net>; Besim Jonuzaj <Besim.Jonuzaj@rks-gov.net>; Donjeta Nimani <donjeta.nimani@rks-gov.net>; Fitore Maliqi <Fitore.Maliqi@rks-gov.net>; Liridona Shala <Liridona.Shala@rks-gov.net>; Jehona Murati <Jehona.Murati@rks-gov.net>; Dafina B. Gashi <Dafina.B.Gashi@rks-gov.net>; Osman Sejdiu <Osman.Sejdiu@rks-gov.net>; Agim Demiri <Agim.Demiri@rks-gov.net>; Ardiana Hajdari <ardiana.hajdari@rks-gov.net>; Sadije Bilalli <sadije.bilalli@rks-gov.net>; Delvina Duraku <Delvina.Duraku@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Visar Gashi <visar.gashi@rks-gov.net>; Ismet Kukleci <Ismet.Kukleci@rks-gov.net>; Muhidin Emini <Muhidin.Emini@rks-gov.net>; Fikrete Veliu <Fikrete.Veliu@rks-gov.net>; Hasan Gjyrevci <Hasan.Gjyrevci@rks-gov.net>; Hanumshahe S Hajdini <hanumshahe.s.hajdini@rks-gov.net>; Kushtrim Brahimaj <kushtrim.brahimaj@rks-gov.net>; Besim Azizi <Besim.Azizi@rks-gov.net>; Fisnik Shoshi <fisnik.shoshi@rks-gov.net>; Hidajete Hoxha-Guri <Hidajete.Hoxha-Guri@rks-gov.net>; Burim Kryeziu <burim.kryeziu@rks-gov.net>; Xhavit Dauti <xhavit.dauti@rks-gov.net>; Xhevahire Zeqiri <Xhevahire.Zeqiri@rks-gov.net>; Gani Bahtjaraj <Gani.Bahtjaraj@rks-gov.net>; Bekim Sadiku <Bekim.Sadiku@rks-gov.net>; Lirije Fejza <Lirije.Fejza@rks-gov.net>; Agron S. Mehmeti <Agron.s.Mehmeti@rks-gov.net>; Antigona Morina <Antigona.Morina@rks-gov.net>; Fitim Bunjaku <fitim.bunjaku@rks-gov.net>; Fadil M. Aliu <Fadil.M.Aliu@rks-gov.net>; Isa Gashi <Isa.Gashi@rks-gov.net>; Agron A. Thaqi <agron.a.thaqi@rks-gov.net>; Mirjeta Rukolli <Mirjeta.Rukolli@rks-gov.net>; Irena Milenkovic <lrena.Milenkovic@rks-gov.net>; Hysen Ymeri <Hysen.Ymeri@rks-gov.net>; Bislim Dushi <Bislim.Dushi@rks-gov.net>; Ajete Berisha <Ajete.Berisha@rks-gov.net>; Arton K. Krasniqi <arton.k.krasniqi@rks-gov.net>; Shefkije Morina <Shefkije.Morina@rks-gov.net>; Sandra Stevic Stankovic <sandra.stevic@rks-gov.net>; Skender Hoda <Skender.Hoda@rks-gov.net>; Zoran Nikolic <Zoran.Nikolic@rks-gov.net>; Marina Cuckic <Marina.Cuckic@rks-gov.net>; Milena Lazovic <Milena.Lazovic@rks-gov.net>; Stevan Djokic <Stevan.Djokic@rks-gov.net>; Dejan Radojkovic <Dejan.Radojkovic@rks-gov.net>; Xhemil Klinaku <Xhemil.Klinaku@rks-gov.net>; Arfet Limaj <Arfet.Limaj@rks-gov.net>; Driton Bajramaj <Driton.Bajramaj@rks-gov.net>; Ilir Gllasoviku <Ilir.Gllasoviku@rks-gov.net>; Shqipe Makolli <Shqipe.Makolli@rks-gov.net>; Qamil Ajvazi <Qamil.Ajvazi@rks-gov.net>; Fatime Bajraktari <Fatime.Bajraktari@rks-gov.net>; Freskina Isufaj <freskina.isufaj@rks-gov.net>; Valentina Ymeri <Valentina.Ymeri@rks-gov.net>; Kumrije Sinani <Kumrije.Sinani@rks-gov.net>; Mihrije Shaljani <Mihrije.Shaljani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Orhan Devaja <Orhan.Devaja@rks-gov.net>; zyrafete.berisha@fic-ks.org; Lindita Osaj <Lindita.Osaj@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Petrit Bruqi <Petrit.Bruqi@rks-gov.net>; Arta Dushi <Arta.Dushi@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Arta Kotorri <Arta.Kotorri@rks-gov.net>; Shpresa H Sogojeva <Shpresa.H.Sogojeva@rks-gov.net>; Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Adelina Sopi <Adelina.Sopi@rks-gov.net>; Sanie Elezi <Sanie.Elezi@rks-gov.net>; Rejhane Islami <Rejhane.Islami@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Ilirjana Zariqi <Ilirjana.Zariqi@rks-gov.net>; Mirjeta Ahmeti Ibrahimimi <Mirjeta.Ahmeti@arh-ks.org>; Deniz Jonuzi <Deniz.Jonuzi@rks-gov.net>; Flora Hajrizi <flora.hajrizi@arru-rks.org>; Luljete Latifi <Luljete.Latifi@rks-gov.net>; Bukurije Burjani <bukurije.burjani@rks-gov.net>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Vahide Behrami <Vahide.Behrami@kqz-ks.org>; Arta S. Berisha <Arta.S.Berisha@rks-gov.net>; Valbona Millaku <Valbona.Millaku@pzap-ks.org>; Fatmire Mulaj <Fatmire.Mulaj@rks-gov.net>; Petrit Bruqi <Petrit.Bruqi@rks-gov.net>; SMVP <ashi.smvp@rks-gov.net>; Mustafa Shala <Mustafa.Shala@rks-gov.net>; zyrafete.berisha@fic-ks.org; Fidan Hamiti <Fidan.Hamiti@rks-gov.net>; Afrodita Gashi <Afrodita.Gashi@rks-gov.net>; nurije.halili@uni-gjk.org; Kosovare Shabani <kosovare.shabani@rks-gov.net>; Lendita Rreba Selimi <Lendita.Rreba.Selimi@rks-gov.net>; Skender Kokollari <Skender.Kokollari@rks-gov.net>; Brikena Luzha <Brikena.Luzha@rks-psh.org>; Sajmir Gjoci <Sajmir.Gjoci@rks-psh.org>; Bislim S.Gashi <Bislim.S.Gashi@gjyqesori-rks.org>; Naime Feta <Naime.Feta@rks-gov.net>; Miradije Haziraj <Miradije.Haziraj@assembly-kosova.org>; Dafina Strana-Ujkani <Dafina.Strana-Ujkani@rks-gov.net>; Shqipe Pacarada <Shqipe.Pacarada@oik-rks.org>; Adelina Nallbani <Adelina.Nallbani@gjk-ks.org>; Behram Latifi <Behram.Latifi@rks-gov.net>; Shenaj Hoxha <Shenaj.Hoxha@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; fatmir.gervalla@arkep-rks.org; fatos.meca@pak-ks.org; Vjollca T. Gashi <vjollca.T.gashi@rks-gov.net>; Lavdim Musa <Lavdim.Musa@rks-gov.net>; Driton Ujkani <Driton.Ujkani@rks-gov.net>; Marslinda Byci <marslinda.byci@rks-gov.net>; Jehona Vasolli <jehona.vasolli@rks-gov.net>; fatos.meca@pak-ks.org; Suzana Aliu <suzana.aliu@rks-gov.net>; Arb Përzhaku <arb.perzhaku@rks-gov.net>; Arnesa Hyseni <arnesa.hyseni@rks-gov.net>; Arta S. Berisha <Arta.S.Berisha@rks-gov.net>; Donjeta Nimani <donjeta.nimani@rks-gov.net>; Aferdita Bejiqi <Aferdita.Bejiqi@rks-gov.net>; Osman Sejdiu <Osman.Sejdiu@rks-gov.net>; Hasan Gjyrevci <Hasan.Gjyrevci@rks-gov.net>; Hidajete Hoxha-Guri <Hidajete.Hoxha-Guri@rks-gov.net>; floriqe.abazi <floriqe.abazi@kosovopolice.com>; Kumrije Sinani <Kumrije.Sinani@rks-gov.net>; 'Nalan Abazgjik' <Nalan.Abazgjik@kpm-ks.org>; Mihrije Shaljani <Mihrije.Shaljani@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Hajdar Mehmeti <Hajdar.Mehmeti@rks-gov.net>; Mahije Haradinaj <Mahije.Haradinaj@president-ksgov.net>; Driton Ujkani <Driton.Ujkani@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Ardiana Bokshi <Ardiana.Bokshi@rks-gov.net>; Petrit Bruqi <Petrit.Bruqi@rks-gov.net>; 'Merita Koliqi <Merita.Koliqi@dogana-ks.org>; sadete.azemi@umib.net; Arta S. Berisha <Arta.S.Berisha@rks-gov.net>; Mihrije Shaljani <Mihrije.Shaljani@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Safete Selmani <Safete.Selmani@caa-ks.org>; Teuta Morina <Teuta.Morina@rks-gov.net>
Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Fikrete Zeka <Fikrete.Zeka@rks-gov.net>; Minire Gjokaj <Minire.Gjokaj@rks-gov.net>; Selvete Gjonbalaj <Selvete.Gjonbalaj@rks-gov.net>; Cengiz Kovac <Cengiz.Kovac@rks-gov.net>; Qefserë Gashi <Qefserë.Gashi@rks-gov.net>; Petrit Leci <Petrit.leci@rks-gov.net>; Leonora Zeka <Leonora.Zeka@rks-gov.net>; Selami Osmani <Selami.Osmani@rks-gov.net>; Jeton Rama <Jeton.Rama@rks-gov.net>; Atifete Haklaj <Atifete.Haklaj@rks-gov.net>; Irfan Pacarada <lrfan.Pacarada@rks-gov.net>; Shemsi Haxha <shemsi.haxha@rks-gov.net>; Besa Bytyci <Besa.Bytyci@rks-gov.net>; Zade Kuqi <Zade.Kuqi@rks-gov.net>; Dashurie Pirce <Dashurie.Pirce@rks-gov.net>
Subject: Njoftim për miratim të Katalogut

Dear Sir/Madam,

The Department for the Management of Public Officials (DMZP) within the Ministry of Internal Affairs (MPB) informs you that the Government of the Republic of Kosovo, in its 226th meeting, via decision no. 08/226 dated October 23, 2024, has approved the Catalog of Workplaces for the Civil Service and has repealed points 3 and 4 of Government Decision No. 04/128 dated February 16, 2023.

On this basis, we notify you that the process of adapting and correcting employee data according to Government Decision No. 04/128 has concluded. Consequently, all institutions are now obliged to complete the classification of workplaces within their respective organizations in accordance with the Catalog of Workplaces for the Civil Service and other legislation currently in force.

Therefore, you are requested to take the necessary measures to implement this decision, which is attached.

Respectfully,

Department for the Management of Public Officials
Ministry of Internal Affairs



Përfaqësuesit e zgjedhur për Forumin e Menaxherëve të Burimeve Njerëzore / Izabrani predstavnici za Forum menadžera ljudskih resursa



info.dmzp

Tue 11/4, 2:37 PM

Sebahate Jonuzi; Adelina Sopi; 'ardiana.bokshi@ero-ks.org; Flora Hajrizi; Luljeta Arifi; Vahide Behrami; Pranvera Krasniqi; Faton Fetoshi; Besim Jonuzaj; Fitore Maliqi; Liridona Shala; Jehona Murati; Dafina B. Gashi; Ardiana H+150 more

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Të nderuar Menaxherë të Burimeve Njerëzore,

Ju falënderojmë sinqerisht për propozimet dhe bashkëpunimin tuaj në themelimin e Forumit të Menaxherëve të Burimeve Njerëzore. Interesimi dhe gatishmëria e shprehur nga ana juaj dëshmon rëndësinë dhe përkushtimin e përbashkët për zhvillimin e mëtejshëm të burimeve njerëzore në administratën publike.

Pas shqyrtimit të të gjitha propozimeve të pranuara, ju njoftojmë se për përbërjen fillestare të forumit janë përzgjedhur përfaqësuesit nga institucionet e mëposhtme:

	Emri dhe Mbiermi	Institucioni	Kategoria e Institucioneve
1.	Besim Januzaj	Agjencia e Akreditimit të Kosovës	Agjenci Rregullatore
2.	Bislim Gashi	Këshilli Gjyqësor i Kosovës	Sistemi i Drejtësisë
3.	Hyzri Bunjaku	Ministria e Punëve të Jashme dhe Diasporës	Ministri – Nëpunës civil me status të veçantë
4.	Kushtrim Brahimaj	Komuna e Gjakovës – Kryesues i Kolegjiimit të Menaxherëve të Komunave	Komunë
5.	Lindita Osaj	Ministria e Mjedisit, Plnifikimit Hapësinor dhe Infrastrukturës	Ministri
6.	Miradije Haziraj	Kuvendi i Kosovës	Institucionet tjera të Pavarura
7.	Mirjeta Shala	Komisioni Qendror Zgjedhor	Institucionet e Pavaruara Kushtetuese
8.	Nexhmije Xani	Zyra e Kryeministrit	ZKM
9.	Sebahate Jonuzi	Agjencia për Parandalimin e Korrupsionit	Agjenci e Pavarur
10.	Senushe Sallahu	Agjencia e Punësimit e Republikës së Kosovës	Agjenci Ekzekutive

Përzgjedhja është bërë duke marrë parasysh përfaqësimin e kategorive të ndryshme të institucioneve, profesionalizmin dhe gatishmërinë për kontribut aktiv në punën e forumit, si dhe bazuar në propozimet tuaja që kemi marrë për kolegët tuaj. Në rastet ku për një kategori të institucioneve nuk ka pasur propozime, ne kemi përzgjedhur zyrtarët që kemi konsideruar që përfaqësojnë më së miri atë kategori.

Forumi është konceptuar si një hapësirë bashkëpunimi, ku menaxherët e burimeve njerëzore të institucioneve publike do të kenë mundësinë të diskutojnë çështjet me interes të përbashkët, të koordinojnë politikat dhe të fuqizojnë zhvillimin e tyre profesional. Përmes këtij forumi synohet edhe krijimi i një bashkëpunimi më të strukturuar dhe më të afërt me DMZP-në, në mënyrë që praktikat dhe sfidat në menaxhimin e burimeve njerëzore të trajtohen në një mënyrë të unifikuar dhe efektive.

Megjithatë, është e rëndësishme të theksohet se ky forum nuk do të zëvendësojë, kufizojë apo ndërhyjë në komunikimin dhe organizimin që DMZP-ja ka me institucionet publike. Përkundrazi, ai do të shërbejë si një shtesë vlerë dhe si një mekanizëm plotësues për të forcuar komunikimin, bashkërendimin dhe profesionalizmin në këtë fushë.

Me respekt,

Poštovani menadžeri za ljudske resurse,

Zahvaljujemo vam se na dostavljenim predlozima i na saradnji u vezi sa osnivanjem Foruma menadžera za ljudske resurse. Iskazan interes i spremnost za učešće potvrđuju značaj i zajedničku posvećenost daljem razvoju ljudskih resursa u javnoj administraciji.

Nakon razmatranja svih pristiglih predloga, obaveštavamo vas da su za početni sastav foruma određeni predstavnici sledećih institucija:

	Ime i prezime	Institucija	Kategorija institucije
1.	Besim Januzaj	Agencija za akreditaciju Kosova	Regulatorne agencije
2.	Bislim Gashi	Sudski savet Kosova	Pravosudni sistem
3.	Hyzri Bunjaku	Ministarstvo spoljnih poslova i dijaspore	Ministarstvo – službenik sa posebnim statusom
4.	Kushtrim Brahimaj	Opština Đakovica – predsedavajući Kolegijuma menadžera opština	Opština
5.	Lindita Osaj	Ministarstvo životne sredine, prostornog planiranja i infrastrukture	Ministarstvo
6.	Miradije Haziraj	Skupština Kosova	Druge nezavisne institucije
7.	Mirjeta Shala	Centralna izborna komisija	Ustavno nezavisne institucije
8.	Nexhmije Xani	Kancelarija premijera	Kancelarija premijera
9.	Sebahate Jonuzi	Agencija za sprečavanje korupcije	Nezavisna agencija
10.	Senushe Sallahu	Agencija za zapošljavanje Republike Kosovo	Izvršna agencija

Izbor je izvršen uvažavajući zastupljenost različitih kategorija institucija, stručnost i spremnost za aktivan doprinos radu foruma, kao i na osnovu predloga koje smo zaprimili od vas za vaše kolege. U slučajevima u kojima za pojedine kategorije institucija nije bilo predloga, odabrani su službenici za koje smo ocenili da na najbolji način mogu da predstavljaju tu kategoriju.

Forum je zamišljen kao platforma za saradnju, na kojoj će menadžeri za ljudske resurse iz javnih institucija imati mogućnost da razmatraju pitanja od zajedničkog interesa, usklađuju politike i unapređuju profesionalne kapacitete. Cilj foruma je i uspostavljanje strukturisanije i neposrednije saradnje sa Departament za upravljanje javnim službenicima (DUJS), kako bi se prakse i izazovi u oblasti upravljanja ljudskim resursima rešavali na jedinstven i efikasan način.

Istovremeno, posebno naglašavamo da forum ni na koji način ne zamenjuje, ne ograničava niti utiče na postojeće oblike organizacije i komunikacije koje DUJS ostvaruje sa svim javnim institucijama. Naprotiv, forum predstavlja dodatnu vrednost i dopunski mehanizam za jačanje komunikacije, koordinacije politika i profesionalizma u ovoj oblasti.

S poštovanjem,

Elected representatives for the Human Resource Managers Forum



info.dmzp

Tue 11/4, 2:37 PM

Sebahate Jonuzi; Adelina Sopi; 'ardiana.bokshi@ero-ks.org; Flora Hajrizi; Luljeta Arifi; Vahide Behrami; Pranvera Krasniqi; Faton Fetoshi; Besim Jonuzaj; Fitore Maliqi; Liridona Shala; Jehona Murati; Dafina B. Gashi; Ardiana H+150 more

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Dear Human Resources Managers,

We sincerely thank you for your proposals and cooperation in establishing the Human Resource Managers Forum. Your expressed interest and willingness demonstrate the importance and shared commitment to the further development of human resources within the public administration.

After reviewing all the proposals received, we would like to inform you that the following institutional representatives have been selected for the initial composition of the forum:

	Name and Lastname	Institution	Category of Institution
1.	Besim Januzaj	Kosovo Accreditation Agency	Regulatory Agency
2.	Bislim Gashi	Kosovo Judicial Council	The Justice Sistem
3.	Hyzri Bunjaku	Ministria e Punëve të Jashme dhe Diasporës	Ministry – Minister – Civil servant with special status.
4.	Kushtrim Brahimaj	Municipality of Gjakova – Chair of the Collegium of Municipal Managers	Municipality
5.	Lindita Osaj	Ministry of Environment, Spatial Planning and Infrastructure	Ministry
6.	Miradije Haziraj	Kosovo Assembly	Other Independent Institutions
7.	Mirjeta Shala	Central Election Commission	Independent Constitutional Institutions
8.	Nexhmije Xani	Office of the Prime Minister	ZKM
9.	Sebahate Jonuzi	Anti-Corruption Agency	Independent Agency
10.	Senushe Sallahu	The Employment Agency of the Republic of Kosovo	Executive Agency

The selection was made considering the representation of different categories of institutions, professionalism, and the willingness to actively contribute to the forum's work, as well as based on the proposals we received from you for your colleagues. In cases where there were no proposals for a specific category of institutions, we have selected the officials we considered best represent that category.

The forum is conceived as a collaborative space where human resources managers of public institutions will have the opportunity to discuss issues of common interest, coordinate policies, and strengthen their professional development. Through this forum, the aim is also to create a more structured and closer cooperation with the DAP (Department of Public Administration), so that practices and challenges in human resource management are addressed in a unified and effective manner.

However, it is important to emphasize that this forum will not replace, limit, or interfere with the communication and organization that the DAP has with public institutions. On the contrary, it will serve as an added value and a complementary mechanism to strengthen communication, coordination, and professionalism in this field.

Respectfully,

State Administration Institutions – the Office of the Prime Minister, Ministries, and Agencies

Internal Organization Regulations													Restructuring								
	Approved by the Prime Minister		Preliminary Approval by the Minister		Submitted to the Minister for Approval		Addressing the comments of DMPO		Under review by DMPO		Draft not submitted		Completed		Newly established institution (No restructuring required)		In progress		Not started		Total
Ministries	14	70%	0	0%	0	0%	2	10%	0	0%	4	20%	11	55%	0	0%	0	0%	9	45%	20
Executive Agencies	31	61%	6	12%	1	2%	6	12%	0	0%	7	14%	10	20%	8	16%	6	12%	27	53%	51
Total	45	63%	6	8%	1	1%	8	11%	0	0%	11	15%	21	30%	8	11%	6	8%	36	51%	71

FW: Rregullorja e pranimit në shërbimin civil / Uredba o prijemu u državnu službu

 info.dmzp
To  Arlinda Kamberaj

 You forwarded this message on 3/28/2025 10:47 AM.

 Draft Rregullore per Pranimin në shërbimin civil 17.03.2025.DOCX
170 KB

 Translate message to: English

Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Besa Bytyci <Besa.Bytyci@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>
Subject: Rregullorja e pranimit në shërbimin civil / Uredba o prijemu u državnu službu

Të nderuar,

Siç jeni të informuar, bazuar në nenin 98, paragrafi 1 i Ligjit Nr. 08/L-197 për Zyrtarët Publikë (LZP), procedura e rekrutimit të centralizuar për nëpunësit civil të institucioneve të administratës shtetërore (Zyra e Kryeministrit dhe sisteme ministore) e përcaktuar sipas ligjit do të fillojë të zbatohet tetëmbëdhjetë (18) muaj pas hyrjes në fuqi të ligjit.

Departamenti për Menaxhimin e Zyrtarëve Publikë, në kuadër të Ministrisë së Punëve të Brendshme, ka hartuar draftin e parë të Projekt-Rregullores për Procedurën e Pranimit në Shërbimin Civil. Për të diskutuar lidhur me këtë draft, ju ftojmë të merrni pjesë në një takim të përbashkët me Departamentin për Menaxhimin e Zyrtarëve Publikë dhe Njësitë e Menaxhimit të Burimeve Njerëzore të institucioneve.

Takimi do të mbahet më **19 mars 2025, në ora 09:00**, në amfiteatrin e objektit të ish-Rilindjes.

Qëllimi i këtij takimi është të diskutojmë dhe shqyrtojmë draftin e kësaj projekt-rregullores.

Bashkëngjitur gjeni draftin e rregullores në gjuhën shqipe, ndërsa draftin në gjuhën serbe do ta pranoi së shpejti.

Departamenti për Menaxhimin e Zyrtarëve Publikë

Poštovani,

Kao što ste informisani, na osnovu člana 98, stav 1 Zakona br. 08/L-197 o državnim službenicima (ZDP), centralizovana procedura regrutacije za državne službenike institucija državne administracije (Kancelarija Premijera i ministarski sistemi), predviđena zakonom, počeće da se sprovodi osamnaest (18) meseci nakon stupanja zakona na snagu.

Odeljenje za upravljanje državnim službenicima, u okviru Ministarstva unutrašnjih poslova, izradilo je prvi nacrt Nacrta-Uredbe o Postupku prijema u državnu službu. Da bismo razgovarali o ovom nacrtu, pozivamo vas da učestvujete na zajedničkom sastanku sa Odeljenjem za upravljanje državnim službenicima i Jedinicama za upravljanje ljudskim resursima institucija.

Sastanak će se održati **19. marta 2025. godine**, u 09:00 časova, u amfiteatru zgrade bivše "Rilindije".

Cilj ovog sastanka je da razgovaramo i razmotrimo nacrt ove uredbe.

U prilogu možete pronaći nacrt uredbe na albanskom jeziku, dok ćete nacrt na srpskom jeziku dobiti uskoro.

Odeljenje za upravljanje državnim službenicima

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Fri 3/28/2025 10:30 AM

FW: Civil Service Admission Regulation / Uredba o prijemu u državnu službu

 info.dmzp
To  Arlinda Kamberaj

 You forwarded this message on 3/28/2025 10:47 AM.

 Draft Rregullore per Pranimin në shërbimin civil 17.03.2025.DOCX
170 KB

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CC: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Arif Kodraliu <Arife.Kodraliu@rks-gov.net>; Besa Bytyci <Besa.Bytyci@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>
Subject: Civil Service Admission Regulations / Uredba o prijemu u državnu službu

Dear Sirs,

As you are informed, based on Article 98, paragraph 1 of the Law No. 08/L-197 on Public Officials (LZP), the centralized recruitment procedure **for civil servants of state administration institutions (Office of the Prime Minister and ministerial systems)** established by law will start to be implemented eighteen (18) months after the entry into force of the law.

The Department for the Management of Public Officials, within the Ministry of Internal Affairs, has drafted the first draft of the Draft Regulation on the Admission Procedure to the Civil Service. To discuss this draft, we invite you to participate in a joint meeting with the Department for Management of Public Officials and the Human Resource Management Units of the institutions.

The meeting will be held on **March 19, 2025, at 09:00**, in the amphitheater of the former Rilindja building.

The purpose of this meeting is to discuss and review the draft of this draft regulation.

Attached is the draft regulation in Albanian, and you will receive the draft in Serbian soon.

Department for Management of Public Officials

Dear Sirs,

As you have been informed, pursuant to Article 98, paragraph 1 of the Law n. Law No. 08/L-197 on Civil Servants (ITA), the centralized recruitment procedure for civil servants of state administration institutions (Prime Minister's Office and ministerial systems), provided for by law, will begin to be implemented eighteen (18) months after the entry into force of the law.

The Department for Civil Servants Management, within the Ministry of Internal Affairs, has drafted the first draft of the Draft Decree on the Procedure of Admission to the Civil Service. To discuss this draft, we invite you to participate in a joint meeting with the Department of Management of Civil Servants and Human Resource Management Units of Institutions.

The meeting will be held **on March 19, 2025**, at 09:00, in the amphitheater of the former "Rilindija" building.

The aim of this meeting is to discuss and discuss the draft of this regulation.

Attached you can find the draft decree in Albanian, while you will receive the draft in Serbian soon.

Department of Civil Servant Management

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Fri 3/28/2025 10:30 AM



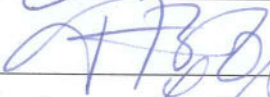
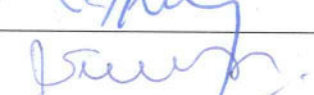
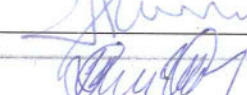
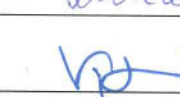
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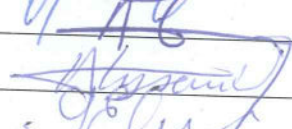
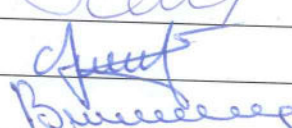
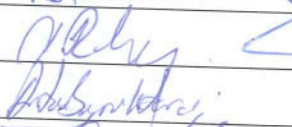
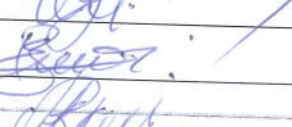
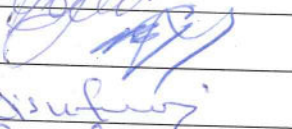
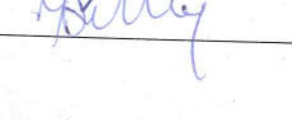
Takim për Projekt-rregulloren për Procedurën e Pranimi në Shërbimin Civil

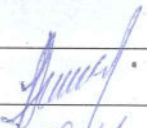
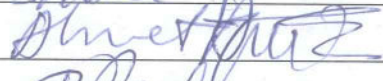
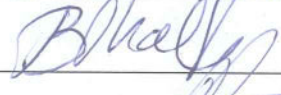
Amfiteatrin e ish Rilindjes ora 09:00

Datë: 19.03.2025

NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	BESIM JONUZAJ	AIXA	
2.	Demir Nimani ZINCE	AKK	
3.	Rozie Murteq	MFPT	
4.	Kaltrina Dauti Beyfyqi	MFPT	
5.	Sadije Bidalli	THESARI I KOSOVËS	
6.	Zyngjete Berisha	NJIF-K	
7.	Mirsad Kelendi	KOMUNA - ZVEÇAN	
8.	BUJAR RAKIQI	KOMUNA - DRENAS	

7.	MEHDI GjinoVCI	ANJF	
8.	Flutura Berhati Zema	APJF	
9.	Lendita Rieba Selimi	Universiteti i Menaxhimit dhe Komunikimit	
10.	SHENAJ T. HOXHA	ZKM / IKKL	
11.	Nexhmije Xam	ZKM	
12.	Emine Hoti	MZHR	
13.	Sijete Selmani	AAC	
14.	Hare Khasmizi	MMPHI	
15.	Sebahate Jonuzi	APR	
16.	Lumijne Krasniqi	MKK	
17.	Delije Muhitaj Droganlu	MBPZHR	
18.	Aferdita Bejisi	Inspektorati i Ambit - MASHTI	
19.	ARDIANA KRAPI	MASHTI	
20.	Xhavit Sheguri	Shërbimi i Provuesve dhe Menaxhimit	
21.	VJOLLË GASHI	AKADEMIA E DREJTËSISË	
22.	KADRI Nuhia	Komuna Renillugut	
23.	Agron Mehmeti	Komuna e Vorobildës	

24.	Taulant Baly Driton Selijaj	MKRS	
25.	Shqipe Makielli	ASK	
26.	Sculltane Muloj	ASK	
27.	Agrom Thaqi	Rechover	
28.	Arnesa Hyseni	AKPPH	
29.	Samie Elazi	AMMKM	
30.	Andiana Hoxhani	AQP	
31.	Bekrije Buxhani	KPASHICK	
32.	Vallone Reka-Vitja	MINT	
33.	ADITA BAKRIMARI	MINT	
34.	Fitim Buxhaku	Komuna Podye	
35.	Mevludin Jexhi	Komuna Lipjan	
36.	Valentina Kollu Nuredini	Komuna Fushë Koro	
37.	Leonora Selmani	ABGI / ZK	
38.	MERITË SHAHINI	MPPHRY AUV	
39.	Endrit Begini	MPPHRY / AZHB	
40.	Marshinda Bex	MPPHRY - AZHB	
41.	Hysni Buxhaku	MPJD	
42.	Frestina Isufaj	SKSE	
43.	Flonemina Saher	ZKM / DIC	
44.	Lebnot Jashari	IQP	
45.	Kushtrim Broshinaj	Komuna Gjakovë	

46.	Selude Gjombolaj	DMZP / MPB	
47.	SHENSI HAXHA	DMZP / MPB	
48.	Ahmet Qerku	MPB	
49.	Bule Shala	MPB	
50.	AGIM FEJZULLAH	DMZP / MPB	

FW: Ftesë/Pozivnica!

AK

Arlinda Kamberaj

To

Meliza Ademaj

Irfan Pacarada

Atifete Haklaj

Sevgi Krasnic

Valentina Berisha

W

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26 KB

Translate message to: English

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Mon 7/21/2025 9:51 AM

From: Arlinda Kamberaj
Sent: Tuesday, July 15, 2025 11:39 AM
To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Fatime Bajraktari <Fatime.Bajraktari@rks-gov.net>; Shqipe Makolli <Shqipe.Makolli@rks-gov.net>; Shenaj Hoxha <Shenaj.Hoxha@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Sadije Bilalli <sadije.bilalli@rks-gov.net>; Ardiana Hajdari <ardiana.hajdari@rks-gov.net>; Burhan Braha <burhan.braha@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Avni Kelmendi <Avni.Kelmendi@rks-gov.net>; Merita Thaqi Gashi <merita.thaqi.gashi@rks-gov.net>; Mehdi Gjinovci <Mehdi.Gjinovci@rks-gov.net>; Ismet Mecinaj <ismet.mecinaj@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Nerxhivane Bucolli <nerxhivane.bucolli@rks-gov.net>; Xhemil Klinaku <Xhemil.Klinaku@rks-gov.net>; Visar Gashi <visar.gashi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Driton Bajramaj <Driton.Bajramaj@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Besim Jonuzaj <Besim.Jonuzaj@rks-gov.net>; Donjeta Nimani <donjeta.nimani@rks-gov.net>
Cc: Fahrrije Ternava <Fahrrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Muhamet Behrami <Muhamet.Behrami@rks-gov.net>
Subject: Ftesë/Pozivnica!

FTESE

Të nderuar Menaxherë të Njërive për Menaxhimin e Burimeve Njerëzore,

Ju ftojme të merrni pjesë në punëtorinë e organizuar nga Departamenti për Menaxhimin e Zyrtarëve Publik – Ministria e Punëve të Brendshme, me qëllim të diskutimit mbi zbatimin e Ligjit Nr. 08/L-197 për Zyrtarët Publikë, si dhe ndryshimet e fundit të këtij ligji pas hyrjes në fuqi të Ligjit Nr. 08/L-294 për Ndryshimin dhe Plotësimin e Ligjit Nr. 08/L-197 për Zyrtarët Publikë.

Punëtoria do të mbahet më 22 korrik 2025 (e martë), në Hotel Garden, Prishtinë duke filluar nga ora 09:00.

Qëllimi i punëtorisë është të ofrojë sqarime mbi ndryshimet kryesore të legjislationit dhe ndikimin e tyre në zbatimin praktik brenda institucioneve publike si dhe të mundësojë diskutimin e aspekteve të tjera të menaxhimit të burimeve njerëzore. Pjesëmarrja juaj aktive është shumë e rëndësishme për të siguruar një zbatim të drejtë, të unifikuar dhe të qëndrueshëm të dispozitave të reja ligjore.

Ju lutemi që për çështje të organizimit të punëtorisë, të konfirmoni pjesëmarrjen tuaj më së largu deri më 17 korrik 2025 në këtë email. Nëse nuk mund të merrni pjesë, ju inkurajojmë të caktoni një përfaqësues nga NjMBNj e institucionit tuaj.

Për më shumë informata, agjenda e punëtorisë është bashkëngjitur këtij emaili.

Faleminderit për bashkëpunimin dhe angazhimin tuaj të vazhdueshëm.

Me respekt

FW: Invitation/Pozivnica!



Arlinda Kamberaj

To: Meliza Ademaj; Irfan Pacarada; Atifete Haklaj; Sevgi Krasnic; Valentina Berisha



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Mon 7/21/2025 9:51 AM

From: Arlinda Kamberaj

Sent: Tuesday, July 15, 2025 11:39 AM

To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Fatime Bajraktari <Fatime.Bajraktari@rks-gov.net>; Shqipe Makolli <Shqipe.Makolli@rks-gov.net>; Shenaj Hoxha <Shenaj.Hoxha@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Sadije Bilalli <sadije.bilalli@rks-gov.net>; Ardiana Hajdari <ardiana.hajdari@rks-gov.net>; Burhan Braha <burhan.braha@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Avni Kelmendi <Avni.Kelmendi@rks-gov.net>; Merita Thaqi Gashi <merita.thaqi.gashi@rks-gov.net>; Mehdi Gjinovci <Mehdi.Gjinovci@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Nerxhivane Bucolli <nerxhivane.bucolli@rks-gov.net>; Xhemil Klinaku <Xhemil.Klinaku@rks-gov.net>; Visar Gashi <visar.gashi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Driton Bajramaj <Driton.Bajramaj@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Besim Jonuzaj <Besim.Jonuzaj@rks-gov.net>; Donjeta Nimani <donjeta.nimani@rks-gov.net>;
CC: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arif Kodraliu <Arife.Kodraliu@rks-gov.net>; Muhammad Behrami <Muhamet.Behrami@rks-gov.net>

Subject: Invitation/Pozivnica!

INVITATION

Dear Managers of Human Resource Management Units,

We invite you to participate in the workshop organized by the Department for Management of Public Officials – Ministry of Internal Affairs, in order to discuss the implementation of Law No. 08/L-197 on Public Officials, as well as the recent amendments to this law after the entry into force of Law No. 08/L-294 on Amending and Supplementing Law No. 08/L-197 on Public Officials.

The workshop will be held on July 22, 2025 (Tuesday), at Hotel Garden, Prishtina starting at 09:00.

The aim of the workshop is to provide clarifications on the main changes in the legislation and their impact on practical implementation within public institutions as well as to enable the discussion of other aspects of human resource management. Your active participation is very important to ensure a fair, unified and sustainable implementation of the new legal provisions.

For issues related to the organization of the workshop, please confirm your participation by July 17, 2025 at the latest in this email. If you are unable to attend, we encourage you to appoint a representative from your institution's LGU.

For more information, the agenda of the workshop is attached to this email.

Thank you for your continued cooperation and commitment.

Respectfully



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Qeveria - Vlada - Government

Ministria e Punëve të Brendshme
Ministarstvo Unutrašnjih Poslova - Ministry of Internal Affairs

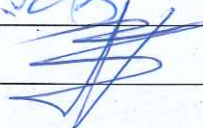
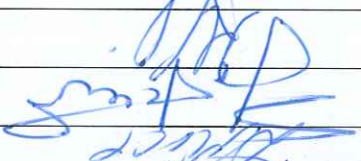
PUNËTORI ME UDHËHEQËSIT E NJËSIVE PËR MENAXHIMIN E BURIMEVE NJERËZORE
Data: 22 korrik 2025

Vendi: Hotel Garden (Salla Orchidea), Prishtinë | Ora: 09:00

NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Musafo Sholo	HAP	
2.	Ilir Gllasoviku	IK SHOK	
3.	Detar Jmpanj	PRPPH	
4.	Arnessa Hyseu	HAPPH	
5.	Valen Gajaku	IPK	
6.	Merita Thaqi GASHI	SHSK	
7.	Kosovare Asllani	SHSK	
8.	Andana Haxhiu	HAP	

	Juliana Jadh	Qandara e estudante	
9.	Venera Uity	Biblioteca Kombe fare	
10.	Debrau Brocy	Minkshia e Mbraghts	
11.	Mepdi Gimerci	Minkshia e Mbraghts ANJE	
12.	Edoma Zukra	Minkshia e Mbraghts RESISTIT e REPUBLICES e ROSORES	
13.	Shkude Ateu	SHSKUK.	
14.	HA-SAN AJETI	SHSKUK	
15.	Haki Jaray	USA	
16.	Sachy Billa	THESAKI	
17.	Muozza Gahn	Heacan	
18.	Heacan		
19.	Jurik RECIOA	ASHA K	
20.	Setyle Drogada	MBRZHE	
21.	MERITE SHAMHI	AVU / MBRZHE	
22.	Hansinda Bya	AZHB / MBRZHE	
23.	Sanne e Lari Benidun	AMHM	
24.	Metinije Sioke	HINT	
25.	Affanata Gregy	INSPEKTORATI RESMIT	
26.	Kosovare Shaban	Uniposideh Kadri Zeko Gibon	

27.	Nexmyle Xam	2th	
28.	Dashuile pig	MPB / MOD	
29.	LEPHN OAPAMOM	DH2P / MOD	
30.	Milare GORND	DH2P / MPB	




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PUNËTORI ME UDHËHEQËSIT E NJËSIVE PËR MENAXHIMIN E BËRIMJEVE NJERËZORE
Data: 22 korrik 2025
Vendi: Hotel Garden (Salla Orchidea), Prishtinë | Ora: 09:00

NR.	EMRI DHE MBEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Enine Hoti	MZHR	
2.	Milange Shaljami	MAPL	M. Sh.
3.	Levthiç Bajçoll	AKF	
4.	SAENHA T. Haxha	IKKL	E. Haxha
5.	XHENI KLIMAKU	AKSP	
6.	Coltina Daut Bajçaj	MTPT	K. D.B.
7.	Valentina Shyti Bajçaj	Poljarski Kedarale	
8.	Harut Hasmizi	MPHI	

	AFRODITA CASATI	UNIVERSITA' "MAXIMILIANO"	Alcanti
9.	Urbane Redy-Uthya	MINT	VRing
10.	Dajma Gudu	APK-MBPTHE	QJing
11.	Atahare Mushica Myen	ME	Atahare
12.	Atahare Cal.	MPB	Atahare
13.	Byre Bala	MPB	Byre
14.	Basin Sonuans	AKIA	Byre
15.	Meliza ADEWAS	MPB	Byre
16.	Mirina Hexhin	MD	Byre
17.	BASHKIA MAREK	MD	Byre
18.	Ahoke Akelaj	DMZP	Byre
19.	Dangda Vimanj Binge	AKIC	Byre
20.	Songt Krasat	DMZP	Byre
21.	Leonora Jela	DMZP	Byre
22.	Geodum Etyei	DMZP	Byre
23.	Aru Keluak	SHAK	Byre
24.	Hata Vagali	DMZP	Byre
25.	Simdai Koko Vagali	USHAF	Byre
26.	RELINDA KAMBEAC	DMZP	Byre

Redy

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Ministria e Punëve të Brendshme
Ministarstvo Unutrašnjih Poslova - Ministry of Internal Affairs

PUNËTORI ME UDHËHEQËSIT E NJËSIVE PËR MENAXHIMIN E BËRIMJEVE NJERËZORE
Data: 22 korrik 2025
Vendi: Hotel Garden (Salla Orchidea), Prishtinë | Ora: 09:00

NR.	EMRI DHE MBEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Shqipë Mally	A-S/K	
2.	Sulejta Mulej	ASK	
3.	XEXHABOIR KASNIJA	UPZ	
4.	Arbana Krysi	HASHI	
5.	Fatime Bajraktari	ABGJ/ZKH	
6.	Vjollce Shehu	MKPS	
7.	MUHAMED BEHARANI	DMZP	
8.	AGIM FEZULICAH	DMZP	

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Ministria e Punëve të Brendshme
Ministarstvo Unutrašnjih Poslova - Ministry of Internal Affairs

PUNËTORI ME UDHËHEQËSIT E NJËSIVE PËR MENAXHIMIN E BËRIMJEVE NJERËZORE
Data: 23 korrik 2025
Vendi: Hotel Garden (Salla Orchidea), Prishtinë | Ora: 09:00

NR.	EMRI DHE MBEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Arta Redonca	Sekretarsh i Këshillit Gjyqësor	
2.	Guzana Aliu	AKKVP	
3.	Faulante Pireu Gmajli	Ajra e Presidentes	
4.	Arta Berisha	OSH	
5.	Kirjana Zekiri	AKK	
6.	Xheta Kuti	DMZ	
7.	Valentina Mena: Bekshaj	DMZ	
8.	Qendrimi Rytqi	DMZ	

9.	ARLINDA KAMBERA	MOB/DMZP	stud.
10.	ARIFE KODRAJIV	DMZP/MPB	Modul
11.	PATRIK CERVATC A	ARKEP	
12.	FLORA HALRIZI	AREU	Offgma
13.	Agjenciontar Fqzilia	DMZP/MPB	Engl
14.	Dayna Shabana	Skendurj	Ar
15.	Flanumbing Saku	ZKM	Belum
16.	Emver Maba	Komuna Mire	Arke
17.	Volica Gashi	AKADEMIT e DREJTARIE	Ar
18.	Velmuna Ahmet Hajdini	AKADEMIA e DREJTARIE	Vilust
19.	LIRIOE FEJTA	KOMUNA MITROVICE VEC	Ar
20.	Leonora Shala	Komuna Drenas Kraja per Vite e Njeshme	Arke
21.	Xhavit Dushi	Kraja	Arke
22.	Mirbad Jelena	AVEGAR	Arke
23.	ASPAJLA KOXHA	AGJENCIA KOSOLIBET	Arke
24.	Agim Mehmeti	Komuna Novakid	Arke
25.	Shigb Jekira	Komuna e leuist	Arke
26.	Arifudin Rexhepi	Komuna e Komuna	Arke

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29.	KUPHCEUM	BRAHMAN	KOHUNA	GATONG	Salu
30.	ERBAINA	BATUSTIA	KOHUNA	GATONG	Salu



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PUNËTORI ME UDHËHEQËSIT E NJËSIVE PËR MENAXHIMIN E BURIMEVE NJERËZORE
Data: 23 korrik 2025
Vendi: Hotel Garden (Salla Orchidea), Prishtinë | Ora: 09:00

NR.	EMRI DHE MBIERMI	INSTITUCIONI	NËNSHKRIMI
1.	IRFAJ PAQARADA	DM2P / MPB	
2.	MUHAMET BETHEMRI	DM2P / MPB	
3.	Cengiz Kovca	DM2P / MPB	
4.	Arifin Dugali	Komuna Fodjan -	
5.	Fredekine Isakaj	ZKM - SKCK	
6.	Qefse Gashi	DM2P / MPB	
7.	IGTOR BAMA	DM2P / MPB	
8.	ARIAN ALDGHUA	KOMUNA VITI	

9.	Agonon Dica	NIBNA Beheve	There
10.	Nichodir Emari	Dragaah	There
11.	Dimola Gadhali	KR/12/12/12	There
12.	Dsa Gadhali	KR/12/12/12	There
13.	Gau BATTAN	K. Mawar	There
14.	Julian Buzur	K. Mawar	There
15.	Hidayat Ghu	K. Pagnio	There
16.	Armond Bagoia	Teknik-ABA	There
17.	Ferid Vellie	PRESTIGE	There
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PUNËTORI ME UDHËHEQËSIT E NJËSIVE PËR MENAXHIMIN E BËRIMAVE NJERËZORE
Data: 23 korrik 2025
Vendi: Hotel Garden (Salla Orchidea), Prishtinë | Ora: 09:00

NR.	EMRI DHE MBEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Leonora Jashari	Zyra Komandante Auditimi	F. Jashari
2.	Linda Hyari-Ademi	K. obiligt	Hyari
3.	Adon Krasniqi	K. Jurkic	Adon Krasniqi
4.	Suavis Krasniqi	K. Juvic	Suavis Krasniqi
5.	Arta Veqeli	DMZP	Arta Veqeli
6.	Valentina Kofli Nuredini	KR Fushë Koroë	Valentina Kofli
7.	Haim Hasani	K.R. SH TIME	Haim Hasani
8.	Ajnesa Hasani	Ajencia për Parandalimin e Korrupsionit	Ajnesa Hasani

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15.	Bikeer Lutta	KPIC	
14.	ABEUDA CORP	AIP	
13.	AGIM FETZULLAH	JMAP/MPB	
12.	Gezrin Husli	KOMUNITI MITRORICES SE JUCUR	
11.	Frederic Fegui	K. Cydon	
10.	Afendia Wella	KE. (IPMAN	
9.	Yokige Belegu	K.K. Pele	
		K.K. Pele	

UTSUKEM,

INSTRUCIUN

EMEL DUE MAREM

P. Belegu
A. Wella
K. Cydon

K. Cydon
K. Cydon
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K. Cydon
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K. Cydon

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FW: Ftesë/Pozivnica!



Arlinda Kamberaj
To Meliza Ademaj



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<Lavdim.Musa@rks-gov.net>; Lirije Fejza <Lirije.Fejza@rks-gov.net>; Agron Mehmeti <Agron.Mehmeti@rks-gov.net>; Antigona Morina <Antigona.Morina@rks-gov.net>; Albion Kelmendi <albion.kelmendi@rks-gov.net>; Egzon Pacolli <Egzon.Pacolli@rks-gov.net>; Isa Gashi <isa.gashi@rks-gov.net>; Agron A. Thaqi <agron.a.thaqi@rks-gov.net>; Argentina Fazliu <Argentina.Fazliu@rks-gov.net>; Arb Përzaku <arb.perzaku@rks-gov.net>; Irena Milenkovic <Irena.Milenkovic@rks-gov.net>; Naim Hasani <naim.i.hasani@rks-gov.net>; Hysen Ymeri <hysen.ymeri@rks-gov.net>; Blisim Dushi <Blisim.Dushi@rks-gov.net>; Ajete Berisha <Ajete.Berisha@rks-gov.net>; Arton K. Krasniqi <arton.k.krasniqi@rks-gov.net>; Sihana Uka <sihana.uka@rks-gov.net>; Sandra Stevic Stankovic <sandra.stevic@rks-gov.net>; Zoran Nikolic <Zoran.Nikolic@rks-gov.net>; Marina Cuckic <Marina.Cuckic@rks-gov.net>; Mirsad Kelmendi <Mirsad.Kelmendi@rks-gov.net>; Hysen Mehmeti <Hysen.Mehmeti@rks-gov.net>; Nehat Rexhepi <Nehat.Rexhepi@rks-gov.net>
Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Muhamet Behrami <Muhamet.Behrami@rks-gov.net>
Subject: Ftesë/Pozivnica!

FTESE

Të nderuar Menaxherë të Njërive për Menaxhimin e Burimeve Njerëzore,

Ju ftojme të merrni pjesë në punëtorinë e organizuar nga Departamenti për Menaxhimin e Zyrtarëve Publik – Ministria e Punëve të Brendshme, me qëllim të diskutimit mbi zbatimin e Ligjit Nr. 08/L-197 për Zyrtarët Publikë, si dhe ndryshimet e fundit të këtij ligji pas hyrjes në fuqi të Ligjit Nr. 08/L-294 për Ndryshimin dhe Plotësimin e Ligjit Nr. 08/L-197 për Zyrtarët Publikë.

Punëtoria do të mbahet më 23 korrik 2025 (e mërkure), në Hotel Garden, Prishtinë duke filluar nga ora 09:00.

Qëllimi i punëtorisë është të ofrojë sqarime mbi ndryshimet kryesore të legjislationit dhe ndikimin e tyre në zbatimin praktik brenda institucioneve publike si dhe të mundësojë diskutimin e aspekteve të tjera të menaxhimit të burimeve njerëzore. Pjesëmarrja juaj aktive është shumë e rëndësishme për të siguruar një zbatim të drejtë, të unifikuar dhe të qëndrueshëm të dispozitave të reja ligjore.

Ju lutemi që për çështje të organizimit të punëtorisë, të konfirmoni pjesëmarrjen tuaj më së largu deri më 17 korrik 2025 në këtë email. Nëse nuk mund të merrni pjesë, ju inkurajojmë të caktoni një përfaqësues nga NJMBNj e institucionit tuaj.

Për më shumë informata, agjenda e punëtorisë është bashkëngjitur këtij emaili.

Faleminderit për bashkëpunimin dhe angazhimin tuaj të vazhdueshëm.

Me respekt

POZIVNICA

Uvaženi menadžeri Jedinica za upravljanje ljudakim resursima,

Pozivamo vas da učestvujete u radionici koju organizuje Departman za upravljanje javnim službenicima - Ministarstvo unutrašnjih poslova, sa ciljem diskusija o sprovođenju Zakona br. 08/L-197 o javnim službenicima, kao i o poslednjim izmenama ovog zakona nakon stupanja na snagu Zakona br. 08/L-294 o izmenama i dopunama Zakona br. 08/L-197 o javnim službenicima.

Radionica će se održati 23. jula 2025. godine (sreda) u hotelu Garden, Priština, sa početkom od 09:00 časova.

Cilj radionice je da pruža objašnjenja o ključnim izmenama zakonodavstva i njihovom uticaju na praktičnu primenu u okviru javnih institucija, kao i da omogući diskusije o drugim aspektima upravljanja ljudakim resursima. Vaše aktivno učešće je veoma važno kako bi se obezbedila pravična, jedinstvena i održiva primena novih zakonskih odredbi.

Molimo vas da, zbog pitanja organizacije radionice, da potvrdite svoje učešće najkasnije do 17. jula 2025. godine, na ovaj e-mail. Ukoliko niste u mogućnosti da učestvujete, preporučujemo vam da odredite predstavnika iz JULJR-a vaše institucije.

Za više informacija, agenda radionice je u prilogu ovog e-maila.

Hvala vam na stalnoj saradnji i zalaganju.

S poštovanjem

FW: Invitation/Pozivnica!



Arlinda Kamberaj
To Meliza Ademaj

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Wed 12/24/2025 4:40 PM

From: Arlinda Kamberaj
Sent: Tuesday, July 15, 2025 2:31 PM
To: Fitim Bunjaku <fitim.bunjaku@rks-gov.net>; Kushtrim Brahimaj <kushtrim.brahimaj@rks-gov.net>; Albion Kelmendi <albion.kelmendi@rks-gov.net>; Enver Cacaj <Enver.Cacaj@rks-gov.net>; Muhidin Emini <Muhidin.Emini@rks-gov.net>; Valentina Kolshi <valentina.kolshi@rks-gov.net>; Ruzhdi Lestrani <Ruzhdi.Lestrani@rks-gov.net>; Burim Kryeziu <burim.kryeziu@rks-gov.net>; Fisnik Shoshi <fisnik.shoshi@rks-gov.net>; HidaJete Hoxha-Guri <HidaJete.Hoxha-Guri@rks-gov.net>; Shuaib Lakna <shuaib.lakna@rks-gov.net>; Xhavit Dauti <xhavit.dauti@rks-gov.net>; Xhevahire Zeqiri <Xhevahire.Zeqiri@rks-gov.net>; Gani Bahtjaraj <Gani.Bahtjaraj@rks-gov.net>; Lavdim Musa <Lavdim.Musa@rks-gov.net>; Lirije Fejza <Lirije.Fejza@rks-gov.net>; Agron Mehmeti <Agron.Mehmeti@rks-gov.net>; Antigona Morina <Antigona.Morina@rks-gov.net>; Albion Kelmendi <albion.kelmendi@rks-gov.net>; Egzon Pacolli <Egzon.Pacolli@rks-gov.net>; Isa Gashi <Isa.Gashi@rks-gov.net>; Agron A.Thaqi <agron.a.thaqi@rks-gov.net>; Argentina Fazliu <Argentina.Fazliu@rks-gov.net>; Arb Përzhaku <arb.perzhaku@rks-gov.net>; Irena Milenkovic <Irena.Milenkovic@rks-gov.net>; Naim Hasani <naim.i.hasani@rks-gov.net>; Hysen Ymeri <Hysen.Ymeri@rks-gov.net>; Bislim Dushi <Bislim.Dushi@rks-gov.net>; Ajete Berisha <Ajete.Berisha@rks-gov.net>; Arton K. Krasniqi <arton.k.krasniqi@rks-gov.net>; Sihana Uka <sihana.uka@rks-gov.net>; Sandra Stevic Stankovic <sandra.stevic@rks-gov.net>; Zoran Nikolic <Zoran.Nikolic@rks-gov.net>; Marina Cuckic <Marina.Cuckic@rks-gov.net>; Mirsad Kelmendi <Mirsad.Kelmendi@rks-gov.net>; Hysen Mehmeti <Hysen.Mehmeti@rks-gov.net>; Nehat Rexhepi <Nehat.Rexhepi@rks-gov.net>
CC: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Qendrim Bytyqi <qendrim.bytyqi@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Muhammad Behrami <Muhamet.Behrami@rks-gov.net>
Subject: Invitation/Pozivnica!

INVITATION

Dear Managers of Human Resource Management Units,

We invite you to participate in the workshop organized by the Department for Management of Public Officials – Ministry of Internal Affairs, in order to discuss the implementation of Law No. 08/L-197 on Public Officials, as well as the recent amendments to this law after the entry into force of Law No. 08/L-294 on Amending and Supplementing Law No. 08/L-197 on Public Officials.

The workshop will be held on July 23, 2025 (Wednesday), at Hotel Garden, Prishtina starting at 09:00.

The aim of the workshop is to provide clarifications on the main changes in the legislation and their impact on practical implementation within public institutions as well as to enable the discussion of other aspects of human resource management. Your active participation is very important to ensure a fair, unified and sustainable implementation of the new legal provisions.

For issues related to the organization of the workshop, please confirm your participation by July 17, 2025 at the latest in this email. If you are unable to attend, we encourage you to appoint a representative from your institution's LGU.

For more information, the agenda of the workshop is attached to this email.

Thank you for your continued cooperation and commitment.

Respectfully

From: Qendrim Bytyqi

Sent: Tuesday, November 4, 2025 3:30 PM

To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Mihrije Shaljami <Mihrije.Shaljami@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Lumnije Krasniqi <Lumnije.Krasniqi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Nexhmije Shala <Nexhmije.Shala@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Lindita Osaj <Lindita.Osaj@rks-gov.net>; Besim Januzaj <Besim.Januzaj@rks-gov.net>; Kushtrim Brahimaj <kushtrim.brahimaj@rks-gov.net>; Miradije Haziraj <Miradije.Haziraj@assembly-kosova.org>; Mirjeta B Shala <Mirjeta.B.Shala@kqz-ks.org>; Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Bislim S.Gashi <Bislim.S.Gashi@givqesori-rks.org>

Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Muhamet Behrami <Muhamet.Behrami@rks-gov.net>; Riga Buja <riga.buja@rks-gov.net>; Dashurie Pirce <Dashurie.Pirce@rks-gov.net>

Subject: FW: Ftesë për pjesëmarrje në punëtorinë e organizuar me mbështetjen e SIGMAs për forcimin e rolit strategjik të NJMBNJ

Të nderuar udhëheqës të njësive për menaxhimin e burimeve njerëzore,

Kemi kënaqësinë t'ju ftojme në takimin e dytë të punëtorisë së organizuar nga Departamenti për Menaxhimin e Zyrtarëve Publik (DMZP), me mbështetjen e SIGMA-s, lidhur me forcimin e rolit të NjMBNJ-ve si partnerë strategjikë në administratën publike.

Kësaj here, përveç menaxherëve të burimeve njerëzore të ministrive, kemi ftuar edhe anëtarët e rinj të Forumit të Menaxherëve të Burimeve Njerëzore të cilët përfaqësojnë të gjitha kategoritë e institucioneve.

Takimi do të mbahet të enjten më datë 6 nëntor 2025, duke filluar nga ora 08:45 në Hotel Sirius në Prishtinë.

Për më shumë detaje, shihni bashkëngjitur agjendën e takimit.

Qendrim Bytyqi

Drejtor i Departamentit / Head of Department



Departamenti për Menaxhimin e Zyrtarëve Publikë /
Department for the Management of Public Officials

Ministria e Punëve të Brendshme / Ministry of Internal Affairs

PHONE

+383 38 200 60 700

EMAIL

qendrim.bytyqi@rks-gov.net

Adresa: Ndërtesa e Qeverisë, Luan Haradinaj, Ndërtesa e ish Rilindjes, Prishtinë, Zyra 125

Web : www.mpb.rks-gov.net

FW: Invitation to participate in the workshop organized with the support of SIGMA for strengthening the strategic role of LGUs

QB

Qendrim Bytyqi

To

Nexhmije Xani

Ardiana Rexhepi

Arta Nuredini

Florina Kosumi

Kaltrina Dauti

Ismet Mecinaj

Have Krasniqi

Emine Hoti

Mihrije Shaljami

Ahmet Sh.Gashi

Hyzri Bunjaku

Lumnije Krasniqi

Haki Smajli

Taulant Balaj

Fetije Maksutaj

Nexhmije Shala

Florentina Salihu

Cc

Fahrije Ternava

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Arife Kodraliu

Arlinda Kamberaj

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Riga Buja

Dashurie Pirce

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Tue 11/4/2025 3:30 PM

Dear Heads of Human Resource Management Units,

We are pleased to invite you to the second meeting of the workshop organized by the Department for Management of Public Officials (DMZP), with the support of SIGMA, regarding strengthening the role of LGUs as strategic partners in public administration.

This time, in addition to the human resource managers of the ministries, we have also invited the new members of the Human Resource Managers Forum who represent all categories of institutions.

The meeting will be held on Thursday, **November 6, 2025**, starting at 08:45 at the Sirius Hotel in Prishtina.

For more details, see attached meeting agenda.

Attitude Bytyqi

Direktoror i Departamentit / Head of Department

*Department for Management of Public Officials /
Department for the Management of Public Officials*

Ministry of Internal Affairs

PHONE

EMAIL

+383 38 200 60 700 qendrim.bytyqi@rks-gov.net

Address: Government Building, Luan Haradinaj, Former Renaissance Building, Prishtina, Office 125

Web : www.mpb.rks-gov.net

From: Bytyqi Attitude

Sent: Wednesday, October 8, 2025 10:39 AM

To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Mihrije Shaljami <Mihrije.Shaljami@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Lumnije Krasniqi <Lumnije.Krasniqi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Nexhmije Shala <Nexhmije.Shala@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Lindita Osaj <Lindita.Osaj@rks-gov.net>

CC: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; 'Lech.MARCINKOWSKI@oecd.org' <Lech.MARCINKOWSKI@oecd.org>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Riga Buja <riga.buja@rks-gov.net>

Subject: Invitation to participate in the workshop organized with the support of SIGMA for strengthening the strategic role of LGUs



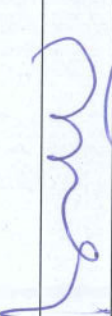
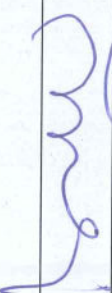
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PUNËTORI ME MBËSHETJEN E SIGMA-S LIDHUR ME FORCIMIN E ROLIT TË NJMBNJ-VE SI PARTNERË STRATEGJIKË

Data: 6 Nëntor 2025 | Vendi: SIRIUS Hotel, Prishtinë | Ora: 09:00

NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	SHENSI HARHA	DMZP / MPB	
2.	Cengiz Kovac	DMZP / MPB	
3.	Mirre Gjokaj	DMZP / MPB	
4.	SELVETE GJONBALAJ	DMZP / MPB	
5.	Leonora Zela	DMZP / MPB	
6.	Dejse Gashi	DMZP / MPB	
7.	AGIM FEJZULLAHU	DMZP / MPB	

8.	① ITIOU KUKECAD	DMZP / MPB	ITIOU
9.	Bleta Dobërdolani	DMZP / MPB	Bleta
10.	Guenther Schrom	"	ITIOU
11.	ARBNORE KALICANU	DMZP / MPB	ITIOU
12.	DIEUEZA KASTRATI	DMZP / MPB	ITIOU
13.	AKOIANA KEXHEPI KEARI	MASTATI	ITIOU
14.	FETODE MAKSHOQAJ-DEAGUSHI	MBPZHIR	ITIOU
15.	FIRETE ZEKA	DMZP / MPB	ITIOU
16.	DASHURIE PIRGE	DMZP / MPB	ITIOU
17.	FIORINA MENTAJ-KOSUMI	MjMjMjMjMjMj e Ekekoanise	ITIOU
18.	Have Kasmig'i	MMPTI-DBND	ITIOU
19.	APPA KUREOINI DIERIHT	MD-DBND	ITIOU
20.	Nermije Shala	MINT	ITIOU
21.	HYZEN BUNGZU	MPSD	ITIOU
22.	ARMET GARKU	MPB	ITIOU
23.	KUSHTEIN DREATHUTY	KOMUNA GARKOVI	ITIOU
24.	Florentina Salta	ZKN-DIE	ITIOU

25.	Linnat Ory	MAPI	
26.	Rajie Mandeg	MTPT	
27.	Zamine Moli	MTHR	
28.	Hexhmije Xau	ZKH	
29.	Saushe Sallhu	ARK	
30.	Miradje Haxbirey	Kuwendl i RK-ei	

From: Qendrim Bytyqi

Sent: Wednesday, October 8, 2025 10:39 AM

To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Mhrije Shaljami <Mhrije.Shaljami@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Lumnije Krasniqi <Lumnije.Krasniqi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Nexhmije Shala <Nexhmije.Shala@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Lindita Osaj <Lindita.Osaj@rks-gov.net>

Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; 'Lech.MARCINKOWSKI@oecd.org' <Lech.MARCINKOWSKI@oecd.org>; Agim Fejzullahu <Agim.Fejzullahu@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Riga Buja <riga.buja@rks-gov.net>

Subject: Ftesë për pjesëmarrje në punëtorinë e organizuar me mbështetjen e SIGMAS për forcimin e rolit strategjik të NJMBNJ

Të nderuar udhëheqës të njësive për menaxhimin e burimeve njerëzore,

Kemi kënaqësinë t'ju ftojme në punëtorinë e organizuar nga Departamenti për Menaxhimin e Zyrtarëve Publik (DMZP) me mbështetjen e SIGMA-s lidhur me forcimin e rolit të NJMBNJ-sve si partnerë strategjikë.

Punëtorija do të mbahet më 10 tetor 2025 (e premte), nga ora 08:30 deri në 12:00, në Hotel Courtyard by Marriott Prishtina (lokacioni: <https://maps.app.goo.gl/eDaPBhuMZbiAFYX8A>).

Gjatë punëtorisë, ekspertët e SIGMAS do të prezantojnë parimet e SIGMA-s për administratën publike, me theks të veçantë në ato që lidhen me menaxhimin efektiv të burimeve njerëzore, si dhe do të zhvillohet diskutim interaktiv mbi sfidat praktike, nevojat për zhvillim profesional dhe mundësitë për bashkëpunim me të afërt ndërmjet DMZP-së dhe NJMBNJ-ve. Diskutimi do të përfshijë gjithashtu edhe mënyrat për të qenë më efektiv në punën e përditshme, në veçanti në përdorimin e SIMBNJ-së.

Qëllimi i kësaj punëtorie është që, si aktivitet fillestar me udhëheqësit e NJMBNJ-ve të ZKM-së dhe ministrive, të dakordohemi për hapat dhe veprimet e ardhshme për forcimin e rolit të NJMBNJ-ve si partnerë aktivë dhe strategjikë në administratën publike. Kjo punëtori do të shërbejë si bazë për një sërë aktivitete të tjera që do të përfshijnë të gjitha NJMBNJ-të e institucioneve shtetërore, e më pas edhe të nivelit lokal dhe institucioneve tjera.

Pjesëmarrja dhe kontributi juaj janë thelbësorë për suksesin e këtij procesi.

Ju lutem që deri më 9 tetor, ora 12:00, të konfirmoni pjesëmarrjen tuaj. Nëse nuk mund të merrni pjesë, mund të delegoni një nga zyrtarët e njësies tuaj.

Me respekt,

Qendrim Bytyqi

Drejtör i Departamentit / Head of Department



Departamenti për Menaxhimin e Zyrtarëve Publikë /
Department for the Management of Public Officials

Ministria e Punëve të Brendshme / Ministry of Internal Affairs

PHONE

+383 38 200 60 700

EMAIL

qendrim.bytyqi@rks-gov.net

Invitation to participate in the workshop organized with the support of SIGMA for strengthening the strategic role of LGUs



Qendrim Bytyqi

To: Nexhmije Xani; Ardiana Rexhepi; Arta Nuredini; Florina Kosumi; Kaltrina Dauti; Ismet Mecinaj; Have Krasniqi; Emine Hoti; Mihrije Shaljanj; Ahmet Sh.Gashi; Hyzni Bunjaku; Lumnije Krasniqi; Haki Smajli; Taulant Balaj; Fetije Maksutaj; Nexhmije Shala; Florentina Salihu; Lindita Osaj; Fahrije Ternava; Lech.MARCINKOWSKI@oecd.org; Agim Fejzullahu; Arife Kodraliu; Arlinda Kamberaj; Riga Buja

Cc: Lech.MARCINKOWSKI@oecd.org; Agim Fejzullahu; Arife Kodraliu; Arlinda Kamberaj; Riga Buja

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Wed 10/8/2025 10:39 AM

Dear Heads of Human Resource Management Units,

We are pleased to invite you to the workshop organized by the Department for Management of Public Officials (DPM) with the support of SIGMA regarding strengthening the role of LGUs as strategic partners.

The workshop will be held on October 10, 2025 (Friday), from 08:30 to 12:00, at the Courtyard by Marriott Prishtina Hotel (location: <https://maps.app.goo.gl/eDaPBhuMZbiAFYX8A>).

During the workshop, SIGMA experts will present SIGMA's principles for public administration, with special emphasis on those related to effective human resource management, as well as an interactive discussion on practical challenges, professional development needs and opportunities for closer cooperation between DMZP and LGUs. The discussion will also include ways to be more effective in day-to-day work, in particular in the use of SIMBNj.

The purpose of this workshop is to agree, as an initial activity with the leaders of LDUs of the CMO and ministries, on the next steps and actions to strengthen the role of LGUs as active and strategic partners in the public administration. This workshop will serve as a basis for a series of other activities that will involve all LGUs of state institutions, and then also of the local level and other institutions.

Your participation and input are essential to the success of this process.

Please confirm your participation by October 9, 12:00. If you are unable to attend, you can delegate one of your unit's officers.

Respectfully,

Attitude Bytyqi

Direktoror i Departamentit / Head of Department



*Department for Management of Public Officials /
Department for the Management of Public Officials*

Ministry of Internal Affairs

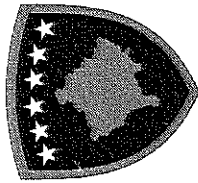
PHONE

EMAIL

+383 38 200 60 700 qendrim.bytyqi@rks-gov.net

Address: Government Building, Luan Haradinaj, Former Renaissance Building, Prishtina, Office 125

Web : www.mpb.rks-gov.net



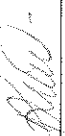
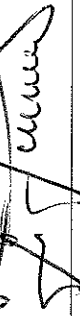
Republika e Kosovës
Republika Kosovo-Republic of Kosovo
Qeveria - Vlada - Government

Ministria e Punëve të Brendshme
Ministarstvo Unutrašnjih Poslova - Ministry of Internal Affairs

Lista e Pjesëmarrësve

Data: 10:10:2025

NR.	EMRI DHE MBIEMRI		INSTITUCIONI	NËNSHKRIMI
1.	Qendrim	Bytyqi	DMZP	
2.	Agim	Fejzullahu	DMZP	
3.	Leonora	Zeka	DMZP	
4.	Jeton	Rama	DMZP	
5.	Muhamet	Behrami	DMZP	
6.	Selvete	Gjonbalaj	DMZP	
7.	Cengiz	Kovac	DMZP	
8.	Arife	Kodraliu	DMZP	

9.	Qefsere	Gashi	DMZP	
10.	Arta	Vrajolli	DMZP	
11.	Diton	Kuklecaj	DMZP	
12.	Blerta	Dobërdolani	DMZP	
13.	Arbnore	Kaliqani	DMZP	
14.	Djellëza Dellëza	Kastrati	DMZP	
15.	Arlinda	Kamberaj	DMZP	
16.	Shemsi	Haxha	DMZP	
17.	Atifete	Haklaj	DMZP	
18.	Sevgi	Krasnic	DMZP	
19.	Irfan	Paqarada	DMZP	
20.	Xheneta	Kurti	DMZP	
21.	Meliza	Ademaj	DMZP	
22.	Arbenita	Rexhepi Sllamniku	DMZP	
23.	Valentina	Preniqi Berisha	DMZP	
24.	Dashurije	Pirce	DMZP	

25.	Florentina Salihu		ZKM	<i>Balir</i>
26.	Nexhmije Xani		ZKM	<i>[Signature]</i>
27.	Lindita Osaj		MPHI	<i>[Signature]</i>
28.	Lumnije Krasniqi		MKK	<i>[Signature]</i>
29.	Florina Mehaj Kosumi		ME	<i>[Signature]</i>
30.	Taulant Balaj		MKRS	<i>[Signature]</i>
31.	Ismet Mecinaj		MM	<i>[Signature]</i>
32.	Kaltrina Dauti Bytyçi		MFPT	<i>[Signature]</i>
33.	Fetije Maksutaj Dragusha		MBPZHR	<i>[Signature]</i>
34.	Besarta Zekolli		MMPHI	<i>[Signature]</i>
35.	Mihrije Shaljami		MAPL	<i>[Signature]</i>
36.	Arta Nuredini		MD	<i>[Signature]</i>
37.	<i>Nexhmije Shalaj</i>		<i>MINT</i>	<i>[Signature]</i>
38.	<i>Almet Aaraj</i>		<i>MPPB</i>	<i>[Signature]</i>
39.	<i>Elizir Bunquler</i>		<i>M P 30</i>	<i>[Signature]</i>
40.	<i>Emine Kofci</i>		<i>MZHR</i>	<i>[Signature]</i>

FW: Ftesë për pjesëmarrje në punëtorinë e organizuar me mbështetjen e SIGMAS për forcimin e rolit strategjik të NjMBNJ

QB

Qendrim Bytyqi

To

Hysen Muzliukaj

Cc

Fahrije Ternava; Dashurie Pirce; Nita Selca

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Tue 12/16/2025 3:50 PM

Qendrim Bytyqi
Drejtor i Departamentit / Head of Department

Departamenti për Menaxhimin e Zyrtarëve Publikë /
Department for the Management of Public Officials

Ministria e Punëve të Brendshme / Ministry of Internal Affairs

PHONE

+383 38 200 60 700

EMAIL

qendrim.bytyqi@rks-gov.net

Adresa: Ndërtesa e Qeverisë, Luan Haradinaj, Ndërtesa e ish Rilindjes, Prishtinë, Zyra 125

Web : www.mpb.rks-gov.net

From: Qendrim Bytyqi
Sent: Monday, December 15, 2025 4:16 PM
To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Mihrije Shaljan <Mihrije.Shaljan@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Lumnije Krasniqi <Lumnije.Krasniqi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Nexhmije Shala <Nexhmije.Shala@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Lindita Osaj <Lindita.Osaj@rks-gov.net>; Besim Januzaj <Besim.Januzaj@rks-gov.net>; Kushtrim Brahimaj <kushtrim.brahimaj@rks-gov.net>; Miradije Haziraj <Miradije.Haziraj@assembly-kosova.org>; Mirjeta B Shala <Mirjeta.B.Shala@kqz-ks.org>; Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Bislim S.Gashi <Bislim.S.Gashi@qivnesori-rks.org>; Cc: Fahrije Ternava <Fahrije.Ternava@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Muhamet Behrami <Muhamet.Behrami@rks-gov.net>; Riga Buja <riga.buja@rks-gov.net>; Dashurie Pirce <Dashurie.Pirce@rks-gov.net>
Subject: RE: Ftesë për pjesëmarrje në punëtorinë e organizuar me mbështetjen e SIGMAS për forcimin e rolit strategjik të NjMBNJ

Të nderuar udhëheqës të njëjse për menaxhimin e burimeve njerëzore,

Kemi kënaqësinë t'ju ftojme në takimin e tretë të punëtorisë së organizuar nga Departamenti për Menaxhimin e Zyrtarëve Publik (DMZP), me mbështetjen e SIGMA-s, lidhur me forcimin e rolit të NjMBNJ-ve si partnerë strategjikë në administratën publike. Punëtorja do të fokusohet në identifikimin e nevojave të trajnimit për zyrtarët e NjMBNJ-ve. Për këtë qëllim SIGMA do të sjellë një ekspert për vlerësimin e nevojave të trajnimit, i cili gjithashtu ka përgatitur një pyetësor që të ndahet me ju pas punëtorisë. Ju njoftojme se në punëtori do të marrin pjesë edhe përfaqësues nga KPMSHCK, dhe IKAP.

Takimi do të mbahet të enjten më datë 18 dhjetor 2025, duke filluar nga ora 08:30 në Hotel Sirius në Prishtinë.

Për më shumë detaje, shihni bashkëngjitur agjendën e takimit.

Qendrim Bytyqi
Drejtor i Departamentit / Head of Department

Departamenti për Menaxhimin e Zyrtarëve Publikë /
Department for the Management of Public Officials

Ministria e Punëve të Brendshme / Ministry of Internal Affairs

PHONE

+383 38 200 60 700

EMAIL

qendrim.bytyqi@rks-gov.net

Adresa: Ndërtesa e Qeverisë, Luan Haradinaj, Ndërtesa e ish Rilindjes, Prishtinë, Zyra 125

Web : www.mpb.rks-gov.net

FW: Invitation to participate in the workshop organized with the support of SIGMA for strengthening the strategic role of LGUs



Qendrim Bytyqi

To:  Hysen Muzliukaj

Cc:  Fahrrije Ternava;  Dashurie Pirce;  Nita Selca

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Tue 12/16/2025 3:50 PM

Dear Director,

As we have discussed, on 18.12.2025 DMZP together with SIGMA will organize a training with LGUs in order to assess the training needs of LGUs. As the topic is also related to the scope of HICP, we invite you to participate in the training. Due to the limited number of seats, 2 officials can participate from IKAP.

Attitude Bytyqi
Direktor i Departamentit/ Head of Department



Department for Management of Public Officials /
Department for the Management of Public Officials

Ministry of Internal Affairs

PHONE

EMAIL

+383 38 200 60 700 qendrim.bytyqi@rks-gov.net

Address: Government Building, Luan Haradinaj, Former Renaissance Building, Prishtina, Office 125

Web : www.mpb.rks-gov.net

From: Bytyqi Attitude

Sent: Monday, December 15, 2025 4:16 PM

To: Nexhmije Xani <Nexhmije.Xani@rks-gov.net>; Ardiana Rexhepi <Ardiana.Rexhepi@rks-gov.net>; Arta Nuredini <Arta.Nuredini@rks-gov.net>; Florina Kosumi <Florina.Kosumi@rks-gov.net>; Kaltrina Dauti <Kaltrina.Dauti@rks-gov.net>; Ismet Mecinaj <Ismet.Mecinaj@rks-gov.net>; Have Krasniqi <Have.Krasniqi@rks-gov.net>; Emine Hoti <Emine.Hoti@rks-gov.net>; Mihrije Shaljami <Mihrije.Shaljami@rks-gov.net>; Ahmet Sh.Gashi <Ahmet.Sh.Gashi@rks-gov.net>; Hyzri Bunjaku <hyzri.bunjaku@rks-gov.net>; Lumnije Krasniqi <Lumnije.Krasniqi@rks-gov.net>; Haki Smajli <Haki.Smajli@rks-gov.net>; Taulant Balaj <Taulant.Balaj@rks-gov.net>; Fetije Maksutaj <Fetije.Maksutaj@rks-gov.net>; Nexhmije Shala <Nexhmije.Shala@rks-gov.net>; Florentina Salihu <Florentina.Salihu@rks-gov.net>; Lindita Osaj <Lindita.Osaj@rks-gov.net>; Besim Januzaj <Besim.Januzaj@rks-gov.net>; Kushtrim Brahimaj <kushtrim.brahimaj@rks-gov.net>; Miradije Haziraj <Miradije.Haziraj@assembly-kosova.org>; Mirjeta B Shala <Mirjeta.B.Shala@kgz-ks.org>; Sebahate Jonuzi <Sebahate.Jonuzi@rks-gov.net>; Senushe Sallahu <Senushe.Sallahu@rks-gov.net>; Bislim S.Gashi <Bislim.S.Gashi@gygesori-rks.org>

CC: Fahrrije Ternava <Fahrrije.Ternava@rks-gov.net>; Arife Kodraliu <Arife.Kodraliu@rks-gov.net>; Arlinda Kamberaj <Arlinda.Kamberaj@rks-gov.net>; Muhamet Behrami <Muhamet.Behrami@rks-gov.net>; Riga Buja <riga.buja@rks-gov.net>; Dashurie Pirce <Dashurie.Pirce@rks-gov.net>

Subject: RE: Invitation to participate in the workshop organized with the support of SIGMA to strengthen the strategic role of LGUs

Dear Heads of Human Resource Management Units,

We are pleased to invite you to the third meeting of the workshop organized by the Department for Management of Public Officials (DMZP), with the support of SIGMA, regarding strengthening the role of LGUs as strategic partners in public administration. The workshop will focus on identifying training needs for LGU officials. For this purpose, SIGMA will bring in a training needs assessment expert, who has also prepared a questionnaire to share with you after the workshop. We would like to inform you that the workshop will also be attended by representatives from ICMC and IKAP.

The meeting will be held on Thursday , **December 18, 2025**, starting at 08:30 at the Sirius Hotel in Prishtina.

For more details, see attached meeting agenda.



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Republika Kosovo-Republic of Kosovo

Qeveria - Vlada - Government

Ministria e Digjitalizimit dhe Administratës Publike - Ministarstvo digitalizacije i javne uprave - Ministry of Digitalization and Public Administration

PUNËTORI ME MBËSHKETËTJEN E SIGMA-S MBI UDHËZESIT PËR PRANIMIN NË PUNË, DORËZIMIN E DETYRËS DHE INTERVISTAT E LARGIMIT

DATA: 16.04.2026, ORA 08:30 VENDI: HOTEL GARDEN

NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Jehanna Bicaj	Ministria e Ubrregjës	JH
2.	Leonora Feka	MDAP / DMZP	L Feka
3.	Qeshe Gohini	MDAP / DMZP	Qeshe Gohini
4.	Sergji Krasniq	MDAP / DMZP	Sergji Krasniq
5.	Atifele Hakdaj	MDAP / DMZP	Atifele Hakdaj
6.	Valentina Premzi Berisha	MDAP / DMZP	Valentina Premzi Berisha
7.	Meliza Ademi	MDAP / DMZP	Meliza Ademi

8.	XHENETA KURTI	MDAP - DMZP	Xheneti
9.	ARTA VERJOLLI	MDAP = DMZP	Artur
10.	Agnesa Hasani Gashi	APK	Agnesa
11.	Fitore Mubarrizja Dugurku	MBPZHR	(Dugurku)
12.	LUMNITE KRASVIRI	MRK	Flora
13.	KUSHEIM BRAHIMAJ	KOMUNA E GJAKOVES	Flora
14.	Koltrina Dauti Bytyci	MF	M.D.B
15.	Fatir Markaj	MF	Fatir
16.	MINIRE GJOCARJ	DMZP	Minire
17.	SELVETE GJONBALAJ	DMZP	Selvet
18.	Adelina Hasani - Maxhuni	MPFVLS	Adelina
19.	Edema Zuka	APRK / MPFVLS	Edema
20.	IRFANI FARGARADA	DMZP / MDAP	Fargara
21.	Marjeta Shala	KQZ	Marjeta
22.	Agim Rejzullahi	DMZP	Agim
23.	ARLINDA KAMBERO	DMZP	Arinda
24.	ANITA KAGANLICH	MAKA	Anita

25.	TAHIRE TAHIRI	MDAP	Cambridge
26.	Almet Qader	YPB	Almet
27.	Isaton BAMA	MDAP	Isaton
28.	Florenbina Sabihin	ZKQ-IG	Sabihin
29.	Nexhmije Xani	ZKM	Nexhmije
30.	Talant Baly	MKRS	Talant
31.	Aeta Muedini Duvijiti	MD	Aeta
32.	Hare Krasnigi	MHRH	Hare
33.	Gloring Melaj-Kosumi	Ministria e Elezante	Gloring
34.	Emine Xhota	MDHR	Emine
35.	Mihrije Thelym	MAPC	Mihrije
37.	Arta Dusha	MINTI	Arta
38.	Berta Daberdolan	DMZP + MDAP	Berta
39.	Ari fe Kodraliu	DMZP / MDAP	Kodraliu
40.	ARBNORE KALICORANI	DMZP / MDAP	ARBNORE
41.	DIELLEZA KASTRATI	DMZP / MDAP	DIELLEZA
42.	Isaido Pambusk	DECD/SIGMA	Isaido

43.	DITION KURICAN	ZSP - MDAP	Blank
44.	Surji	MDAP - DMZP	Surji
45.	BESAC HANUNDEJO	PRESTIGE	Blank
46.	FATBAR DHA SHABANA J	PRESTIGE	Blank
47.	BUTAR KUMETHA J	PRESTIGE	Blank
48.			
49.			
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Data: 18 dhjetor 2025 | Vendi: Hotel Sirius, Prishtinë | Ora: 08:30

NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Florenbina Salihu	DBWJ - ZKM-DIG	
2.	ARTA KOTORDI	DBWJ - ZKM	
3.	Alzati Bunyaku	MPJD	
4.	Senusha Salihu	APRK	
5.	FATUM DEMIRI	SAT DBWJ MM	
6.	GETON RAMA	DMZP - MPB	

	Leonora Lela	DMZP / MPB	Lela
	Qesere Gashi	DMZP / MPB	Qesere
	Sergj Krasniq	DMZP / MPB	Sergj Krasniq
10.	ARLINDA KAMBERAJ	DMZP / MPB	ARLINDA
11.	ARITA VRAJOLLI	DMZP / MPB	ARITA
12.	XHENETA KURTI	DMZP / MPB	XHENETA
13.	MELIZA ADENI	DMZP / MPB	MELIZA
14.	Diliana Kosturi	DMZP / MPB	Diliana
15.	Blerta Dohodolani	DMZP / MPB	Blerta
16.	DITON KURKESHA	DMZP / MPB	DITON
17.	Guaflet Schion	n	Guaflet
18.	ARBNORE KALIQANI	DMZP / MPB	ARBNORE
19.	Qendrim Pytyqi	DMZP / MPB	Qendrim
20.	YUHAMET BEHRAMI	DMZP / MPB	YUHAMET
21.	ARDIANA KRAPI	HASHTI	ARDIANA
22.	Zorle Gugi	MPB - DMZP	Zorle
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NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Bashkim Sadiqi	KOPSUCIK	BS
2.	Bashkim Sadiqi	KOPSUCIK	Bashkim
3.	Sebahate Joveti	Agjencia për Paqendalim të Komunitetit	Sebahate
4.	Florina Melaj-Kemuri	Ministria e Ekonomisë	Flora
5.	Harve Kasnizi	MMPHI	Harve
6.	Emine Hoxha	MZHP	Emine

7.	Minaige Sudigani	MAPL	V. Luyca
8.	MINIRE GJORAS	DMZP	GP
9.	SELVETE GJONBALAJ	DMZP	GP
10.	BULE SHANA	Njmbuj / MPB	✓ Bleda
11.	Phaltrina Dauti Bybyzi	GFPT	KAD-B
12.	Flora Gjergjin Sylor	KAP	Purac
13.	MIRSAD VITIA	IKAP	GP
14.	ARIFE KODRAZI U	DMZP / MPB	Kodraclan
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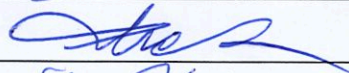
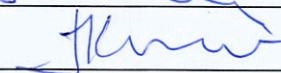
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NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Florëmbina Selim	ZKM - D16	Bayer
2.	Nexhmije Xari	ZKM	#
3.	Saohje Bilal	THESARI	Saohje
4.	Letic Mandetaj	NFPT	Letic
5.	Eliza Muhimaj Dugusha	MBPZHR	Eliza Dugusha
6.	Bleritë Krasni Demalaj	AME	Bleritë

7.	Visar Gashi	AMG	Wagon
8.	Xhemil Klinar	AKSP	Klinar
9.	Edina Kadriq	MPJD	Kadriq
10.	Merita Thaqi Gashi	SHSN	Thaqi
11.	ARBEN BULESHKRI	SH.K.K	Bush
12.	Valbona Balaj	Agjencia e HAPAK	Balaj
13.	Miradije Haziraj	Kuvendi i RK-5	Haziraj
14.	Felime Bepattari	ABGJ/ZKM.	Bepattari
15.	Valentina Buz	AGJENCIA KADASTRACE	Buz
16.	Andiana Hajdari	Agjencia Qendrore e Pederimit	Hajdari
17.	ASTRON PRESTAJ	astron. shqet. MI	Astron
18.	Sebahate Joncezi	APK	Joncezi
19.	Agnesa Hasani	APK	Hasani
20.	BESIM JONUARI	AKA	Jonuari
21.	Sulltane Mulyj	ASK	Mulyj
22.	Mirjeta Shala	KQZ	Shala
23.	Kushtrim Brokumaj	K. GJAKOVË	Brokumaj

24.	Emine Gholi	MZHR	
25.	Mihriye Gholjani	MHP	A. Thy u.
26.	Burak Kaya	ASHAK	Bezun
27.	SAFETE SELMAHI	AAC	
28.	Lech Marcinkowski	OECD / SIGMA	
29.	SHENAJ T. HOXA	1KKL	flurHe
30.	ARDIANA KARDI	MASHI	



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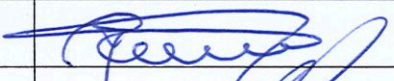
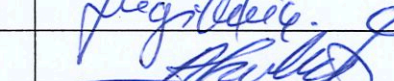
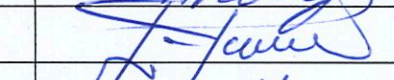
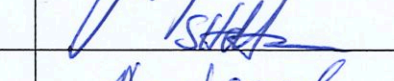
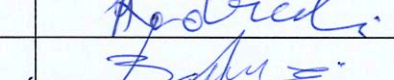
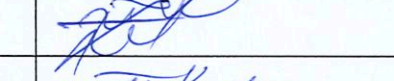
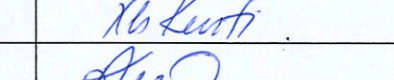
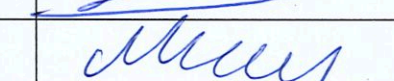
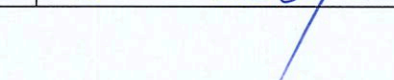
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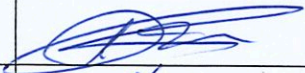
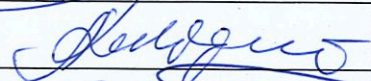
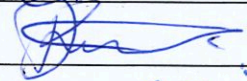
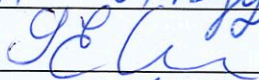
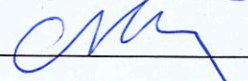
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NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	JEHONA BICAJ	MINISTRIA E MBROJTJES	
2.	Dr. Isak Bajrami	ARPPM	
3.	MERITË SHAHINI	AGJENCIA E USHQIMIT DHE VETERINARIJE	
4.	Latife Morina - Ajvazi	AGJENCIA PËR ZHVILLIMIN E BUJQËSISË	
5.	ATDHETARE MUSTICA MJEKU	MINISTRIA E EKONOMISË	
6.	Nenshiromi Bueolli	Agjencia e Kosovës për Forcimin	

7.	JETON RAMA	DMZP	
8.	Agim Fejzullahi	-//-	
9.	Arbenita Rexhepi	DMZP - MPB	
10.	Sevqi Krasniq	DMZP / MPB	
11.	Firrete Haklaj	DMZP / MPB	
12.	IRFAN PAGARADA	DMZP	
13.	Shemsi Haxha	DMZP / MPB	
14.	Anife Kodraliu	DMZP / MPB	
15.	MIGJEN BELEGU	INTERADRIA	
16.	MUHAMET BEHRAMI	DMZP	
17.	Anta Vrajlli	DMZP	
18.	MINIRG GJOKAJ	DMZP	
19.	FIRRETE JEKA	DMZP / SIMBUNJ	
20.	XHENETA KURTI	DMZP	
21.	ARLINDA KAMBERAD	DMZP	
22.	Blerita Doherdolani	DMZP	
23.	MELIZA ADEMAJ	DMZP	

24.	Dithon Kukleciqi	DMZP - MPB	
25.	ARBNORE KALICANI	DMZP - MPB	
26.	QENDRIM BYTYQI	DMZP - MPB	
27.	Dellëza Kabriqi	DMZP - PPTB	
28.	Aferdita Bejisi	Inspektorati i Armirat MASHI	ARBYSI
29.	Samir Eleni	AMMKM	
30.	Mehmeti Shkri	MINT	



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NR.	EMRI DHE MBIEMRI	INSTITUCIONI	NËNSHKRIMI
1.	Senushë Selahy	APRK/MFPT	
2.	Bule Rolly	MPB/NjMBuj	
3.	Ahmet Dohi	MPB	
4.	Fatbardha Sherbanaj	Prestige	
5.	Besir Haxhiu	Prestige	
6.	Arta Nuredini Durrani	MD	

7.	Armend Bajgore	044 841 982	Beige
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ANNEX A: MODEL FOR THE REQUEST FOR THE RELEASE OF FUNDS

Annexes:

Summary of checks performed by relevant authorities on the steps for which funding is requested, including weaknesses identified and any corrective actions taken.

Fiche to be used for each step:

The step under review	1.1.1 Adopt an annual monitoring report on human resource management based on the new methodology and continue adopting and publishing this report on a regular annual basis; 95% of ministries and agencies within the state administration have approved and implemented the regulations on a new internal organisation in line with LOFSAIA; Each relevant department of the Ministry of Internal Affairs and HRM units in line ministries are established and adequately staffed and trained to perform key tasks, including HRM as relevant
Baseline	No annual HRM plan in place (2024) 35% (2024 – 15 Ministries and 40 Executive Agencies)
Deadline of the step	December 2025
Actual results	Results presented up to December 2025 1. The Annual Report on Human Resources Management 2024 was adopted by Decision 0523/2025 of the Minister of Internal Affairs and published on the MIA website in September 2025. The report was drafted based on the new methodology developed by the Department for Management of Public Officials (DMPO) and agreed upon with OECD/SIGMA in April 2025. This methodology was formally adopted by Decision No. 0522/2025 of the Minister of Internal Affairs on 12.09.2025. The same methodology will be used for the preparation of future annual reports, with the goal of drafting and publishing them on an annual basis. 2. As of December 2025, progress on the adoption of internal organization regulations of institutions is as follows: • Ministries and the Office of the Prime Minister (OPM): Out of all current ministries and the OPM, 13 have adopted their internal organization regulations. Three institutions, namely the Ministry of Culture, Youth and Sport; the Ministry of Defence; and the OPM – have not yet adopted their internal regulations. This represents an adoption rate of 81%.

	• Executive and Regulatory Agencies: Out of 43 agencies employing civil servants, 22 have approved their internal organization regulations. Seven agencies have received preliminary approval from the Minister of Internal Affairs and are awaiting the Prime Minister's approval. Six agencies are currently addressing comments issued by DMPO, while eight agencies have not yet submitted any draft regulation to DMPO. Overall, the adoption rate among agencies stands at 51%. In this regard, the seven new agencies which have been established by law but are not yet operational have not been included in the percentage above. In total, combining ministries/OPM and agencies, the overall adoption rate is 59%. The main challenges in finalizing this activity are the non-adoption of internal regulations due to a Supreme Court decision annulling a regulation adopted by a caretaker minister, which has resulted in approximately 16% of regulations (7 regulations) still awaiting the Prime Minister's approval. After the establishment of the Government, these seven regulations will be adopted, which will increase the adoption rate at 75%. In addition, recent legal changes to the Law on Public Officials have modified the status of some institutions and their staff, affecting the total number of existing agencies that employ civil servants. As a result of these changes, and the establishment of the new agencies, the previous set baseline of 40 agencies, now has changed to 43 agencies. With the aim of ensuring the successful implementation of this reform, the DMPO has continuously provided support to public administration institutions. Initially, all drafted regulations, prior to obtaining preliminary approval from the Minister of Internal Affairs, were subject to a consultation process during which DMPO ensured their compliance with the legislation in force. In addition, DMPO issued several reminders to institutions regarding their obligation to draft internal regulations. To facilitate the internal organizational process, DMPO drafted the Catalogue of Civil Service Positions, which was approved by the Government of the Republic of Kosovo on 23 October 2024 through Decision No. 08/226. 3. DMPO was established under Article 51 of Regulation No. 01/2021 on the Internal Organisation and Systematisation of Job Positions of the Ministry of Internal Affairs. Its duties and responsibilities are defined in Regulation No. 01/2021, as well as in the Law on Public Officials and the relevant sub-legal acts. DMPO is currently fully staffed and fully operational. During 2024 and 2025, as explained in the HRM Report 2024, the Department successfully filled all previously vacant positions, including the Director, the Head of the Recruitment Division, and the HRMIS Administrator, all through open and competitive recruitment
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	procedures. In 2024, DMPO filled four positions through transfers within the civil service. In 2025, six additional positions were filled through open competition. Furthermore, in September 2025, four positions were successfully filled with grantees from the Young Cell Scheme Programme. To prepare for the implementation of centralised recruitment, DMPO has developed the questions database and introduced competency-based recruitment practices. Five DMPO officials underwent intensive training over a three-month period, focusing on recruitment procedures and the conduct of competency-based interviews. The purpose of this training was to strengthen the Department's internal capacities by creating a "train-the-trainer" structure within DMPO. This will ensure that, once centralised recruitment is launched, DMPO staff will be able to train all members of recruitment panels, guaranteeing that every panel member receives an adequate level of professional preparation for conducting recruitment processes. With regard to strengthening the capacities of HRM Units across line ministries, DMPO has continuously organised trainings, meetings, and workshops throughout 2025 with HRM units of ministries, agencies, local-level institutions, and independent institutions. In November 2025, DMPO established the Forum of Human Resource Managers, composed of DMPO officials and HRM Managers from ten institutions representing all categories of public institutions. The Forum's composition is as follows: 1. Office of the Prime Minister (OPM); 2. Ministry of Environment, Spatial Planning and Infrastructure (Ministries); 3. Ministry of Foreign Affairs (Civil Servants with Special Status) 4. Assembly of Kosovo (Independent Institutions); 5. Kosovo Judicial Council (Justice Sector); 6. Agency for Prevention of Corruption (Independent Agencies); 7. Municipality of Gjakova (Local Level); 8. Kosovo Accreditation Agency (Regulatory Agencies); 9. Employment Agency (Executive Agencies); 10. Central Election Commission (Constitutional Independent Agencies). The purpose of the Forum is to create a structured platform for closer cooperation and continuous dialogue between DMPO and HRM units across the public sector. Since October 2025, DMPO has been conducting a series of workshops with OECD/SIGMA on transforming HRM units into strategic business partners. On 18 December 2025, OECD/SIGMA, DMPO and KIPA, held a workshop related to Training
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	Need Analysis (TNA) of HRM units, presenting them the modern and strategic HRM practices. As a follow up of the workshop, on 22 December 2025, DMPO sent an electronic questionnaire to all HRM units with the aim of identifying their needs. After the analyses of the inputs from HRM units, DMPO will develop a training programme and continue to provide targeted support to HRM units, with the ongoing assistance of OECD/SIGMA and KIPA. Activities undertaken to advance and monitor the implementation of the reform step during the reporting period, June 2026. 1. With regard to the 2025 Annual Report on Human Resources Management, the data collection process is currently ongoing. Based on the new methodology, data is being collected through the HRMIS and Treasury. The Department for the Management of Public Officials (DMPO) has also gathered data from individual institutional reports; however, these reports remain incomplete, as not all required data has been submitted by the institutions. The report will be drafted following the completion and verification of the data collection process, and is aimed to be approved by September 2026. 2. As of June 2026, progress on the adoption of internal organization regulations is as follows: Ministries and the Office of the Prime Minister (OPM): Out of all current ministries and the OPM, 14 institutions have adopted their internal organization regulations. Six institutions - Ministry of Defence; Ministry of Culture and Tourism; Ministry of Labour, Family and the Values of the Liberation War; Ministry of Digitalization and Public Administration; Ministry of Sports and Youth and Ministry of Infrastructure and Transport - have not yet adopted their regulations. This represents an adoption rate of 70%. Of these institutions, two are currently in the finalization stage and are addressing DMPO's comments. Executive and Regulatory Agencies: Of the 51 agencies (the number increased from 43 due to the functionalization of new agencies), 31 have approved their internal organization regulations. 6 agencies have received preliminary approval from the Minister of Digitalization and Public Administration and are awaiting the Prime Minister's approval. One (1) agency is waiting for preliminary approval from the Minister of Digitalization and Public Administration. 6 agencies are currently addressing comments issued by the DMPO, while 7 agencies have not yet submitted any draft regulation to the DMPO. Overall, the adoption rate among agencies stands at 61%.
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	In total, combining ministries/OPM and agencies, the overall adoption rate is 63%. 3. The Department for the Management of Public Officials (DMPO) is fully staffed and currently operates under an Acting Director. Five DMPO officials who previously underwent specialised training have started delivering internal training to DMPO staff, who will subsequently train members of recruitment panels, ensuring the effective implementation of competency-based recruitment practices. The Forum of Human Resource Managers, established in 2025, is fully functional and convenes on a monthly basis to discuss issues of common interest, strengthen coordination, and enhance cooperation between the DMPO and HRM units across institutions. In parallel, continuous workshops are being organised with the support of SIGMA, focusing on transforming HRM units into strategic business partners and strengthening their institutional capacities
Evidence provided	1. Adopt an annual monitoring report on human resource management based on the new methodology and continue adopting and publishing this report on a regular annual basis; 1.1.Decision No. 0522/2025, dated 12.09.2025, of the Minister of Internal Affairs, adopting the Methodology for Drafting the HRM Report. 1.2.Decision No. 0523/2025, dated 12.09.2025, of the Minister of Internal Affairs, adopting the Human Resources Management Report 2024. 1.3.Human Recourses Management Report 2024 [link] 2. 95% of ministries and agencies within the state administration have approved and implemented the regulations on a new internal organisation in line with LOFSAIA 2.1.Human Recourse Management Report 2024 (page 11) 2.2.Official Gazette – link of the adopted Internal Regulations throughout the years [link] 2.3.Decision No. 08/226 dated 23.10.2024 of the Government adopting the Job Catalogue in Civil Service. 2.4.Email from DMPO dated 23 June 2025, addressed to all Ministries and Agencies, regarding the obligation to adopt internal organisation regulations. 2.5.Email from DMPO dated 28 October 2024, addressed to all Ministries and Agencies, regarding the adoption of the Job

	Catalogue and the obligation to adopt internal organisation regulations. 2.6. Email from DMPO dated 04 November 2025, addressed to all HRM units of all institutions, on establishing the HRM Forum. 2.7.Extract on the current status of the internal organization of ministries and agencies from the DMPO database. 3. Each relevant department of the Ministry of Internal Affairs and HRM units in line ministries are established and adequately staffed and trained to perform key tasks, including HRM as relevant. Lists of participation in the events with HRM units organised by DMPO (2024 – 2025). 3.1.Workshop with HRM Units regarding the new draft regulation on centralised recruitment – 19.03.2025 3.2.Workshop with HRM Units regarding new legislative changes – 22-23.07.2025 3.3.Workshop on strengthening the role of HRM units as strategic partners – 06.11.2025 3.4.Workshop on strengthening the role of HRM units as strategic partners – 10.10.2025 3.5.Workshop on strengthening the role of HRM units as strategic partners – 18.12.2025 3.6.The new internal organization regulations, aligned with LOFSAIA, published in the Official Gazette. [link]
Checks performed in the verification of the step and related findings	During verification of the step, all available and possible evidence has been collected and reviewed. The evidence has been listed down in the checklist on the conducted verification, and all documents supporting the verification have been properly stored (in order to ensure audit trail). The following checks were conducted: • All available documentation in line with the level of the achievement (as attached to this report) has been reviewed to verify the current stage of the reform step; • Compliance with the descriptive part of the reform step from the Commission Implementing Decision has been verified to the maximum possible extent and scope (as evidenced by the documentation available); • The attached documentation can confirm non-fulfilment of the reform step, as presented in this report; The results of the checks indicate that the reform step has not been fulfilled by the end of the reporting period (31 December 2025). As soon as the information is received by the Implementing units on the complete achievement and

	fulfilment of the reform step, the checks will be re-performed and repeated to verify the underlying completion / fulfilment.
Compliance with general principles and DNSH principle	The implementation of the steps does not contravene the general principles outlined in Article 4 and 11(4) of Regulation (EU) 2024/1449 and Article 3 of the Facility Agreement. The implementation of the steps does not contravene the ‘Do No Significant Harm’ principle (DNSH).
Double funding	Indirect contributions from third parties were identified in support of the achievement of this step. DMPO received expert support from OECD/SIGMA in reviewing the Human Resources Management Report 2024 prepared by DMPO. In addition, SIGMA supported DMPO in organising three workshops during 2025, by offering their expertise and recommendations on transforming HRM units into business partners.
Clear conclusion on the achievement of the step	The implementation is postponed to the additional period (the grace period).