

The Integrity and Efficiency of the Civil Service: Enhancing Public Administration in Kosovo

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Abstract – The Civil Service of the Republic of Kosovo operates on principles of meritocracy, accountability, and transparency, ensuring the recruitment of qualified personnel and the provision of efficient public services. Civil servants are evaluated annually, with their performance influencing career advancement and other benefits. The administration formulates policies, oversees implementation, and proposes legislative acts related to civil service. Interaction with databases is managed through a centralized registry, protecting personal data by law. Oversight of management legality is conducted by an independent council, while the Kosovo Institute for Public Administration develops employee capacities. Disciplinary measures are imposed for violations, with procedures outlined for investigation and appeal. Termination of employment occurs due to various factors, including retirement, disability, or legal sanctions. The Law on Public Officials encompasses all government employees, with exceptions for certain high-ranking positions. Special status officials are subject to additional regulations tailored to their roles and responsibilities. Overall, the civil service framework in Kosovo aims to ensure professionalism, integrity, and efficiency in public administration.

Keywords – Meritocracy, Accountability, Transparency, Disciplinary Measures, Termination Of Employment.

I. INTRODUCTION

The Civil Service of the Republic of Kosovo encompasses a diverse array of personnel, ranging from senior civil servants to technical-administrative staff. Organized into four functional categories – senior civil servants, middle-level civil servants, professional-level civil servants, and technical-administrative civil servants – the Civil Service operates within various government institutions at the central and municipal levels.

Recruitment and organization within the Civil Service are guided by the principle of merit, ensuring that appointments are made through open and transparent competitions. Career advancement is based on performance evaluations, with opportunities for promotion within existing civil service institutions. Additionally, the Civil Service offers avenues for career development, including training and specialization programs tailored to individual positions. The Ministry responsible for public administration is tasked with formulating policies related to the Civil Service, overseeing their implementation, and proposing legislative

acts in this domain. Furthermore, the Ministry is involved in setting norms and standards for civil service operations, including policies on salaries, rewards, and training programs.

To ensure compliance and accountability, an independent council oversees the legality of management within the Civil Service. This council plays a critical role in upholding standards of integrity, transparency, and efficiency, thereby fostering public trust in the Civil Service. Performance evaluation is a fundamental aspect of the Civil Service, conducted annually to assess the work results of civil servants. These evaluations inform decisions regarding career advancement, training needs, and other personnel matters. Civil servants are expected to adhere to a code of professional conduct, which includes principles of legality, non-discrimination, impartiality, and transparency. In cases of misconduct or violations of duty, disciplinary measures may be imposed, ranging from oral warnings to suspension or termination of employment. Disciplinary procedures are governed by established rules and regulations, ensuring fairness and due process for all parties involved.

Termination of employment in the Civil Service may occur due to various factors, including retirement, disability, or legal sanctions. Civil servants enjoy certain rights and protections, including the right to appeal disciplinary decisions and access to legal aid. The termination process is guided by established procedures, which aim to safeguard the rights and interests of both civil servants and the institution.

II. MATERIALS AND METHOD

Describe in detail the materials and methods used when conducting the study. The citations you make from different sources must be given and referenced in references.

1. Rules and Organization of the Civil Service in Kosovo: Law, Procedures, and Professional Development

The rules for the management and organization of a politically impartial civil service, admission criteria, terms of employment, rights and obligations, personal conduct, career advancement, as well as professional development of civil servants in central institutions, the administration of the Assembly of the Republic of Kosovo, the administration of the Presidency of the Republic of Kosovo, the Office of the Prime Minister and ministers, as well as executive, regulatory, and independent agencies, are defined by the Law on the Civil Service of Kosovo.

The Law on the Civil Service of the Republic of Kosovo, No. 03/L-149 dated 25.06.2010, divides terminologies on leadership positions within the state administration, and the most important ones are: all employees within central and local administration who implement policies and respect rules within the respective institution, supported by appropriate procedures, are designated as integral part of the Civil Service.

An employee in the public administrative personnel based on abilities and capacity, who formulates and implements policies, monitors the implementation of regulations and administrative procedures, also ensures their applicability, is a civil servant. Individuals who succeed in a transparent competitive process for a position are appointed based on merits.¹

There are two categories of employees in the Civil Service of the Republic of Kosovo: career civil servants, whose function is based on permanent basis for achieving overall institutional objectives, and non-career civil servants, whose function is for a

Any appointment for a period of less than six months shall be approved based on the type of contract for Special Service Agreements. In the civil service of the Republic of Kosovo, all citizens of the Republic of

¹ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, article 2 point 3.5

Kosovo who have the necessary educational qualifications as well as possess civil and political rights and are of legal age have the right to be employed.

Senior officials in the civil service may be appointed to various positions with equivalent rank for a specified period, but not longer than six months. Civil servants who participate as candidates in central or municipal elections shall be placed on special unpaid leave one month prior to the elections until official certification. In case a civil servant is not elected, they have the right to return to their position within the civil service within one week after the official announcement of the results. However, a civil servant cannot hold leadership positions within a political party or be politically active.²

1.1. Civil Service of the Republic of Kosovo

The Civil Service of the Republic of Kosovo is composed of civil servants who must be impartial, professional, accountable for the work they perform within the institution where they work, and selected through an open and transparent competition for all. Recruitment, organization, as well as grading in the Civil Service of the Republic of Kosovo is based on the principle of merit, which ensures that the Civil Service will consist of the best personnel for positions in the public administration, as well as recognizing the performance of civil servants during the execution of their duties. Civil servants of the Assembly of the Republic of Kosovo, diplomatic and consular personnel as well as administrative staff posted abroad or employed in the Ministry of Foreign Affairs of the Republic of Kosovo, administrative staff of the Office of the President of the Republic of Kosovo, as well as those employed in the Office of the Prime Minister of the Republic of Kosovo, who holds the position of deputy/prime minister, and those employed in other public institutions provided for in municipal councils and non-governmental organizations funded by the state budget, administrative staff of the Justice of the Republic of Kosovo, who perform tasks related to the judiciary and prosecution, administrative staff of the Local and central Executive Power, which serves the executive organ including municipalities, communes, as well as other executive agencies including those in regional councils and representative general assemblies, as well as personnel performing duties as members of the Kosovo Police, members of the military personnel, and those working in security and defense institutions.

Employees in the judiciary and prosecution system, civilian personnel employed in the Police of the Republic of Kosovo and the Kosovo Security Force, in Customs, and the Correctional Service of the Republic of Kosovo are part of the Civil Service of the Republic of Kosovo, all of which are regulated by this law. Teaching staff in the education system, medical staff in the healthcare system, creators and performers in the arts, police officers, customs officers, correctional officers, and members of the Kosovo Security Force as well as political appointees and all those appointed by political appointees and members of their cabinet under this law, the status of civil servants does not apply to the positions specified above but is regulated based on the Labor Law or with special laws, collective agreements, or special regulations.³

The work of civil servants is based on a wide range of principles ensuring legality, non-discrimination, responsiveness to demands, effectiveness and efficiency, responsibility, impartiality and professional independence, transparency, conflict of interest avoidance, and the principle of equal opportunities for communities and genders.

Ten percent of positions within the civil service at the central level should be reserved for communities that are not the majority in the Republic of Kosovo. Based on the merit principle, the civil service operates with the public announcement of a vacant position, which is supported by transparency, impartiality, and a testing commission, ensuring non-discrimination of candidates and their right to appeal at the end of the procedure.

Preparing the internal human resource intake plan is the responsibility of the institution. Any position within the Civil Service at the non-managerial level is open to all interested parties, while for managerial

² Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, article 17 point 3.

³ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, article 4 point 1

positions, senior managerial positions as well as managerial positions, acceptance is done through promotion procedures within the existing civil service institution.

Career advancement from a lower functional category/grade to a higher one within the same functional category is based on the merit principle, positive performance evaluation, and meeting the established criteria.

The exercise of prior duty, prior experience is open to all qualified civil servants through competition, found on the basis of the Anti-Discrimination Law must meet these conditions to be eligible: availability of vacant positions, fulfillment of all specified conditions for that position, passing the minimum specified time, and successfully passing the testing, failing merit, abilities, and professional competence. Another criterion that must be met by a career civil servant to advance in rank is that the current job position is not more than two grades below the announced vacant position, except in cases otherwise specified by law.

The procedure for career advancement of civil servants is regulated by special sub-legal acts by the Government. Within the civil service system, there is also the possibility of transferring civil servants, which is done through parallel movements of civil servants to another office within the same organization or to another organization in the same functional category and grade, within the central or municipal administration.

Rotation to another office, which itself has the same functional category and grade but with different duties, and temporary movement to another organization outside the civil service of the Republic of Kosovo, a civil servant upon his/her request, and of course approved by his/her supervisor, may be temporarily transferred to perform duties with a special mission, in an international mission, public enterprise, or any other public organization, for which specific professional skills and experience are needed.

The suspended status applies during the temporary transfer of civil servants under this law.

In case of absence of a civil servant at work due to factors allowed by law, the supervisor has the right to temporarily replace him/her with another employee if he/she sees that his/her absence creates difficulties in performing the tasks within the institution. In case of refusal to accept the replacement of the colleague, disciplinary measures will be exercised, which are considered an obstruction to administrative activity.

Refusal to perform administrative functions by a civil servant is allowed in these cases when the civil servant sees that the assigned task is detrimental to their interests and legitimate rights, risks their health, requires higher qualification.

or additional training that the civil servant does not possess. After the refusal of the duty or function based on the above points, the civil servant informs the ordering authority so that the order or decision is withdrawn.

In cases where organizations merge or dissolve, all civil servants within them are reassigned to equivalent positions within the central or municipal administration.

Higher functional positions, those positions requiring specialized skills and abilities, in cases where there are no applications from existing civil servants and when none of the internal candidates meet the criteria for admission, there is the possibility of admitting external candidates.

The employment relationship is established after the successful completion of the admission procedure defined by this law and sub-legal acts, and after the acceptance letter is issued within thirty days after the completion of the procedure by the relevant institution within the competencies of the public administration in which the new civil servant will work. In cases where the employment letter is not signed by the new employee as a civil servant within fifteen days, then employment is offered to the candidate who is next in line after the first accepted in accordance with the rules and procedures provided by sub-legal acts.

A probationary period of twelve months is imposed on every career civil servant who is accepted, upon the continuation or termination of the contract, the supervisor decides based on the positive performance report and the effectiveness shown during the probationary period. A probationary period of three months applies to all civil servants of the Civil Service, not career, upon which the supervisor decides based on the positive performance report. During the probationary period, the civil servant undergoes special training for the specific position they will exercise. The probationary period does not apply to positions regulated based on professional advancement.

When faced with non-acceptance after the probationary period, the right to appeal exists within a thirty-day period, which is submitted to the Independent Oversight Board. Non-career civil servants may they move to the career employee stage if such a position opens only after receiving a positive assessment in the last two years.

There are four classifications of functional categories within the organization of personnel employed in the Civil Service of the Republic of Kosovo as senior civil servants, middle-level civil servants, professional-level civil servants, technical-administrative civil servants, a division that is present in every institution of the central administration.

2. Civil Service Administration

The ministry responsible for the public administration formulates policies on civil service, oversees their implementation, proposes legislative acts, issues sub-legal acts in the field of civil service, establishes norms and standards for the functioning within institutions that are part of the civil service, proposes policies to the Government regarding salaries and rewards in public administration institutions, and develops, coordinates, and supervises the training or education of employees in the Civil Service of the Republic of Kosovo.⁴

Interaction with the payroll system database and the mandatory pension insurance database is part of the unified system of the Central Registry of Civil Servants of the Republic of Kosovo. Accessing information from personal files and possessing copies of their personal data is permitted for every civil servant. Electronically, every employment relationship is linked to every public institution with the Central Registry of Civil Servants, and this registry is updated for any possible changes; such data is protected by law.⁵

The independent institution that oversees the legality of management in the civil service is the council. For the implementation of policies and strategies of training, education and the Kosovo Institute for Public Administration is responsible for the development of capacities in Civil Services.⁶

2.1. Assessment of results at work

At the end of each year, periodically within each institution of the central and municipal administration, the evaluation of the work results of civil servants is carried out, which aims to increase the level of work success within each institution, increase the efficiency during the performance of the work and increase quality of public services. The evaluation made by the supervisor on the work results is based on the achievement of the objectives set during the year.

The evaluation of the work gives results which influence and give effects in the determination of these points: the need for training of individuals and groups of civil servants, the suitability of civil servants for career advancement, the creation of conditions for the conversion of practical work into appointments or dismissals, the existence of conditions for temporary transfer to international duties, the creation of conditions for the granting of special holidays, the continuation or termination of the employment relationship in the civil service. The results of the evaluation of the work of civil servants are placed in the register of human resources and personnel management.

Part of the rights and obligations that belong to civil servants are attending trainings or participating in certain programs outside the civil service, with the sole rationale that these serve to improve the quality of service provision. The working hours for civil servants should not exceed more than forty hours per week, within which eight hours in a day which includes a one-hour break and a weekly rest of forty-eight hours.

⁴ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, article 32 point 4

⁵ Ibid., Article 8 point 4

⁶ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, Article 10

Pregnant women, mothers who have a child up to the age of three, as well as people with disabilities are not allowed to work the night shift or spend forty hours during the week.

The Law on Civil Servants of the RKS recognizes the right of civil servants to work with reduced hours, which is considered such since the calculation of the weekly or even annual basis is shorter than the working hours of a similar civil servant with a schedule full. Short-time employees are given the opportunity to enjoy the right to receive payment or additional leave for the hours they work outside the hours specified by contract and which is regulated by law.

Annual leave and leave on official holidays are guaranteed to civil servants based on this law and other laws, the minimum duration of annual leave for paid civil servants, which they do not have the right to waive. A maximum of twelve days can be carried over from one calendar year to the following calendar year. Another division on the right to vacations of civil servants is the right to special vacations, which includes medical leave, bereavement leave, parental leave and unpaid leave.

Every civil servant, in addition to obligations, also has rights during the performance of work within the institution in which they perform their function, these rights are divided into the right to suitable working conditions, as a result of this right, every body is obliged to guarantee civil servants a safe and suitable environment for the performance of work, the right to equal treatment and equal opportunities for career development involving personnel management, including career, rewards, compensations and legal protection regardless of gender, race, religious affiliation, the duty of the institution of state administration is to guarantee that I will remove all obstacles through which the freedom and full access of every individual with disabilities would be violated. The right to salary is regulated through the law, which guarantees the civil servant monetary compensation for the work performed. The right to keep the workplace and maintain the equivalent position, the right of association, the exercise of political rights, the right to strike, the right to participation and representation in the management bodies of the civil service, the right to appeal. The actions and conditions of professional behavior of civil servants which are based on obligations which are: the exercise of duty and the obligation to implement the law, the obligation not to misuse authority, the obligation to refuse illegal rewards, the obligation not to grant illegal rewards to other civil servants, the obligation to inform and justify administrative actions, the obligation to secrecy and respect for private life, the obligation to facilitate and accelerate administrative procedures, the obligation to maintaining a high standard of professional work.

All civil servants are obliged to respect the work schedule and use it for the performance of certain tasks. They must account for any absence and receive approval from their superior.⁷

2.2. Responsibilities of civil servants

The daily work of civil servants confronts them with difficult situations which often puts them in front of solutions which send them to the violation of the principles on which they perform their official function. For any violation of the official duty which is caused as a result of the fault of the civil servants, they are punished with disciplinary measures against them, these measures which are taken by the holder or the superior. No disciplinary measure can be initiated for any possible violation until the final decision is taken by the competent court. In the event that the civil servant is found guilty and punished, the competent administrative authorities are obliged to act in accordance with administrative principles and rules by ordering the dismissal of the civil servant, if the accused civil servant is found not guilty, then he will return to his workplace and to his file personal information will not be highlighted, or brought under any criminal procedure, and no disciplinary measures will be taken against him.⁸

Disciplinary measures are taken in proportion to the consequences and damages caused, which implies that they are applied gradually. Violation of duty is categorized into light violations and serious-serious violations. For the category of light violations, the disciplinary measures are: oral, written warning that is

⁷ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, Article 59

⁸ Ibid., Article 63

placed in the personal file civil servants, meanwhile, for the serious-serious violation category, these measures are: suspension from work and withholding of one third of the monthly salary for the next two months, decision which is taken by the disciplinary commission, after the request of the supervisor, removal from the office and transfer to another location with a similar duty and prohibition of promotion for up to five years by the disciplinary commission or termination of employment in the Civil Service by the disciplinary commission.⁹

The disciplinary commission is a commission established by every public administration institution that employs civil servants and is composed of the latter, who must have superior school training. The chairman and members of the disciplinary commission are appointed by the general secretary of the respective institution, whose mandate is two years with the possibility of extension for another two years. The bylaw regulates the operation and procedures undertaken by the disciplinary commission. The powers of the disciplinary commission are: to listen to the evidence related to the eventual alleged violation, based on the evidence collected, the punishments that must be imposed for the commission of these violations by civil servants are determined. Disciplinary commissions are not formed only for civil servants, but they are also established for officials in high hierarchical positions. As such, these commissions are administered by a special disciplinary commission, which in special cases may be established by the Government. This commission consists of five members, of which at least one member must be from the deputy prime minister, the minister responsible for public administration, one member from the minister from among the communities and two members from the general secretaries. It is worth noting that the function of the commission for senior officials does not differ from the function of the commission for civil servants.

For the positions of senior officials who are accused of certain violations, not necessarily having committed them, their leader receives as a measure suspension from work with monthly payment, fifty percent of the monthly salary, which the accused, the suspect receives for as long as it will be in suspension, and for which immediately reported to the prime minister. Another measure could be a reduction in position, or even the immediate termination of the employment relationship.

During the process under investigation, the civil servant, in addition to the obligations and measures taken against him, also has basic rights which are defined by the law as follows: the right to know the accusation and its basis on which it was raised, the right to be heard and to answer, the right to present evidence and the right to access legal aid and appeal, and in detail these rights are regulated to the civil servant by a by-law.¹⁰

From the treatment of the relevant articles on disciplinary measures of the Law on Civil Service, it is highlighted that at the beginning of it, the penalties are specified on individual employees who act and perform their duties in violation of the principles on which they perform their duties, and then the measures are clarified preliminary disciplinary, preventive suspensions and finally the emphasis is placed on how these decisions are made and what are the bodies and procedures that must be followed to take a certain measure. This implies that ambiguities are automatically created by starting the systematization of the measures from the end and not clarifying them chronologically with steps and procedures that come one after the other.

3. Suspension, termination and termination of employment in the Civil Service

Suspension is a leave, prohibition or interruption from work which is taken in different cases and for different reasons. The cases of suspension are as follows: leave without pay, temporary transfer to other duties inside or outside Kosovo, assuming the office of a public official and performing military obligations, and such suspensions are otherwise known as agreed suspensions. According to the points mentioned above, the civil servant retains the right to return to the previous position after completing the agreed suspension. Termination of the employment relationship is divided into two levels: termination of the

⁹ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, Article 66

¹⁰ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, article 58, 79

employment relationship due to incapacity to act, which is proven by a certificate from the medical commission, and termination of the employment relationship by unilateral decision, which is done when the institution or civil servant receives initiative to terminate the employment relationship, which can otherwise be called resignation or dismissal from the civil service for the reasons provided by the law on Civil Service.

The termination of the employment relationship comes as a result of the creation of conditions and facts regardless of the desire of the civil servant or the relevant institution, which are: reaching the retirement age, permanent disability due to health reasons for the exercise of official duties, the end of the term for employment in cases where the official work was for a certain period of time, punishment by a criminal court with a final decision, for effective imprisonment for six months or even more and in cases of death of the civil servant.¹¹

3.1 Law on Public Officials of the Republic of Kosovo

The term public officials in the Republic of Kosovo includes all employees in the public institutions of the Republic of Kosovo based on merit, moral integrity and impartiality and stability, or otherwise Civil Service, Public Service, Cabinet, and administrative and support employees. This implies that this term has replaced and included all public persons who hold public functions in various central or local bodies, civil servants or political officials. A public official is considered any public servant who holds office in a position ranging from professional official to the position of general secretary in the administration of the presidency, the assembly, the office of the prime minister, in the ministry, in an executive agency, in an agency and in a local branch of them, in the administration of the institutions of the justice system, in independent institutions or independent agencies, in independent agencies, the municipal administration and which implies that this term is comprehensively and on the basis of the law dedicated to public officials, all the ways of operation, organization, management and other situations directly related to the functionaries, specifically the natural persons who work in the public institutions of the Republic of Kosovo, are regulated. Although this law includes a significant number of natural persons charged with public duties and responsibilities, we also encounter exceptions from the field of law enforcement, which are: public officials and public officials with a special status. The former include elected officials, members of the government and their deputies, as well as officials appointed by the assembly or the presidency, judges and prosecutors, commanding and military personnel of the Kosovo Security Force, officials and the police inspectorate of Kosovo, customs officials and management personnel. and employees of the Kosovo Intelligence Agency, the director or members of the collegial governing body of the regulatory agencies, as well as the personnel of public enterprises owned by the Government or a municipality for which the employment relationship is regulated by labor legislation.¹² The second civil servants with a special status are those public servants or officials whose work is also regulated by a special law, this includes professional employees of the diplomatic and correctional service, as well as employees of the administration of the Assembly of the Republic of Kosovo. The very word special status means that these institutions may contain additional or different elements for civil servants outside the law for public officials, and these elements are: special or additional conditions for the recruitment of employees, specific rights or obligations, special rules for the development career according to the rank system, professional development and training needs, the transfer and systematization of employees, as well as the regulation by special act on the organizational structure of operation, classification of positions, working hours which may exceed the limit of the established hours with the law on public officials, etc.

¹¹ Assembly of the Republic of Kosovo, Law No. 03/L-149 Law on the Civil Service of the Republic of Kosovo, Official Gazette 72/2010, 2010, Article 90

¹² Assembly of the Republic of Kosovo, Law No. 06/L-114 Law on Public Officials, Official Gazette 8/2019, 2019 article 3

III. RESULTS

In reviewing the results of the Civil Service of the Republic of Kosovo, several key outcomes have emerged:

- Merit-based recruitment: The Civil Service has successfully implemented a merit-based recruitment system, ensuring that positions are filled by qualified individuals selected through open and transparent competitions.
- Professionalism and accountability: Civil servants demonstrate professionalism and accountability in their work, contributing to effective governance and service delivery to citizens.
- Transparent policies and oversight: The establishment of transparent policies and effective oversight mechanisms ensures adherence to legal and ethical standards within the Civil Service.
- Performance evaluation: Regular performance evaluations are conducted to assess civil servants' effectiveness and identify areas for improvement, contributing to continuous professional development.
- Protection of employees' rights: The Civil Service safeguards the rights of its employees, providing avenues for appeal and redress in case of grievances or violations.

Overall, these results highlight the successful functioning of the Civil Service in Kosovo, underpinned by principles of meritocracy, professionalism, and accountability.

IV. DISCUSSION

During the discussion of the Civil Service of the Republic of Kosovo, several important issues have been emphasized that need to be considered to improve its functioning and efficiency:

- Transparency and accountability: It is crucial for the Civil Service to continue operating transparently and be accountable for its activities to citizens and other institutions.
- Improvement of evaluation systems: Performance evaluation processes should be fair, objective, and assist in identifying employees' skills and training needs.
- Protection of employees' rights: It is important for civil servants to have the right to be protected from possible violations of their rights and to have access to justice procedures if their rights are violated.
- Capacity development: Investing in the development of civil servants' skills and capacities through training and specialized programs will improve their performance.
- Improvement of working conditions: Ensuring adequate and safe working conditions for civil servants will contribute to their motivation and productivity.

Through these discussions and actions taken, we can create an improved environment for the Civil Service in Kosovo that will better serve citizens and the state.

V. CONCLUSION

The Civil Service of the Republic of Kosovo plays a vital role in ensuring effective governance, public service delivery, and accountability to citizens. Founded on principles of professionalism, meritocracy, and integrity, the Civil Service operates within a robust regulatory framework, supported by policies, oversight mechanisms, and performance evaluation systems. By upholding high standards of conduct and performance, the Civil Service contributes to the overall development and stability of Kosovo's public administration.

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