

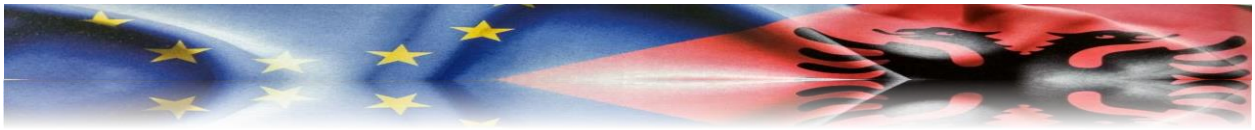
## Albanian Young Civil Servants Scholarship Scheme

### RULES of APPLICATION

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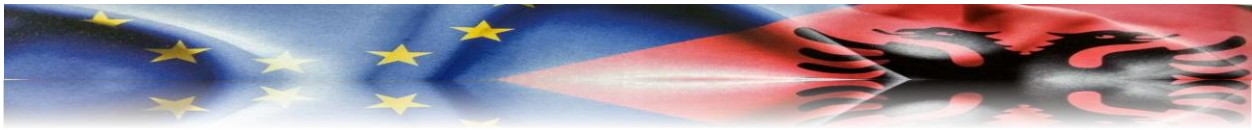




## List of abbreviations

ASPA	Albanian School of Public Administration
CV	Curriculum Vitae
DoPA	Department of Public Administration
ENA	Ecole National d'Administration
EU	European Union
IELTS	International English Language Testing System
IPMG	Integrated Policy Management Group
MCQ	Multiple-choice questionnaires
TOEFL	Test of English as a Foreign Language
YCSS	Young Civil Servants Scholarship Scheme
YPS	Young Professionals Programme





## I. The general description of the project

### 1.1. General Information

**Candidates are applying to a Training Programme in English, organised by the French “Ecole Nationale d’Administration” (ENA).**

This training programme is implemented within the frame of the EU funded project “*Young Civil Servants Scholarship Scheme*”, in partnership with the Albanian Department of Public Administration (DoPA), the Albanian School of Public Administration (ASPA) and the Ministry for Europe and Foreign Affairs of Albania (MoEFAA). The overall objectives of this project are:

- To support the civil service reform through the implementation of a Young Professional Programme contributing to the building of a professional, independent and merit-based system in line with European standards;
- To enhance the attractiveness of the civil service for Young Professionals and contribute to establish a nucleus of young professional civil servants with skills and ability to carry forward the public administration reform and EU integration process.

This guide aims to provide information regarding the rules applying to the application and the selection process.

## II. Rules of Application

### 2.1.Principles

The following 3 principles will be taken into consideration during the selection process: **transparency**, **equal chances** and **non-discrimination**.

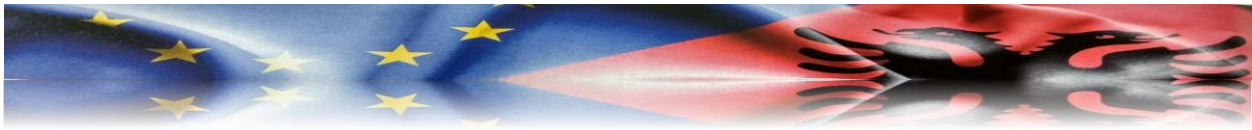
**Transparency** is ensured by the fact that each stage of the selection process will be advertised at the website of the programme, [www.ycsalbania.eu](http://www.ycsalbania.eu).

Also, after each step of the selection process, each applicant will receive an e-mail with his/her results, and the details related to the next step of the selection process.

**Equal chance** means equal treatment of all candidates. Applicants will be number coded to ensure confidentiality of files and of the tests. The competition will be open between candidates applying for the same group (field of activity).

The selection panel will consist of members from: Ecole Nationale d’ Administration (ENA), DoPA representative and EUD to Albania representative. The panel will have a non-voting president (the project





leader of YSC Albania), whose role is to mediate during the entire procedure. The aim of such composition is to ensure an unbiased selection process.

**Any attempt of a candidate to influence or mislead the selection process in his/her favour will result in the disqualification and immediate elimination from the selection. Phone calls, emails or any other form of direct contact with persons involved in the selection process in order to try to influence the outcome of the selection will automatically lead to disqualification and elimination from the selection.**

If such threats are likely to represent a criminal offence, they will be reported immediately to the competent authorities.

**Non-discrimination** provides for eliminating discrimination based upon gender, ethnicity, religion, disability and other personal human values. Successful candidates will be selected upon the results of the written and oral test. Between equally qualified candidates, the successful candidate will be considered the one whose gender is the least represented among the selected candidate, or from the least represented institution.

## 2.2. The target group

The **target group** consists of **15 young civil servants** recruited from the state administration institutions and the subordinated institutions<sup>1</sup> with **no more than 5 years** of experience in public administration and active in one of the following fields: public policies; legal drafting; European integration; strategy implementation and reporting; policy development; programme development; budget planning and financial management; audit; Inter-Institutional Working Groups and The Integrated Policy Management Group (IPMG).

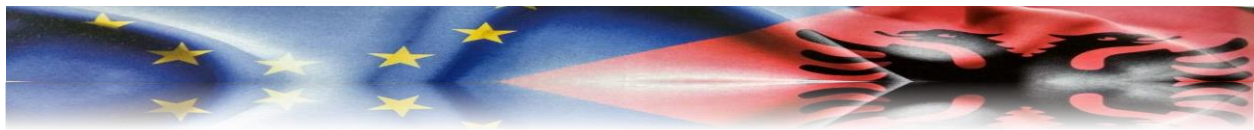
Candidates will be eligible for the Training Programme if they occupy a function belonging to the following main job profiles, in line with the fields of activity mentioned above:

- Public policy specialist
- Legal drafting specialist
- Budget planning specialist
- Strategy implementation and monitoring
- Financial management
- European integration specialist
- Audit specialist
- Policy development specialist
- Programme development specialist

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<sup>1</sup> State administration institutions are the Office of the Prime Minister, line ministries and subordinate institutions, part of the civil service.





### Available places:

Candidates can apply for one of the following 4 groups, based on their job positions above mentioned:

Group 1.	“Public policy & strategy implementation and monitoring”	4 places
Group 2.	“Legal drafting”	4 places
Group 3.	“European Integration”	4 places
Group 4.	“Budget planning, financial management & audit”	3 places
<b>TOTAL</b>		<b>15 places</b>



**In the application form, the candidate has to choose the group for which they are competing. The applicant can choose only 1 group to apply for.**

### 2.3. Who should apply - the eligibility criteria

Civil servants are **eligible to apply** if they **comply with all of the following conditions**:

#### GENERAL CONDITIONS:

- Albanian citizenship;
- Confirmed civil servants recruited under the Civil Service Legislation procedures;
- Currently working in the state administration institutions (part of the civil service) or subordinated institutions<sup>2</sup>.

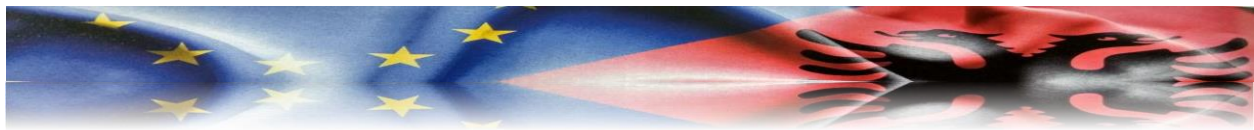
#### SPECIFIC:

- Maximum age: 35
- Level: Expert (executive) and low-level management positions (head of sectors and the equivalent) working in the following fields of activity: public policies, legal drafting, European integration matters, strategy implementation and monitoring, policy development, programme development, budget planning, financial management, audit, Inter-Institutional Working Groups and Integrated Policy Management Group (IPMG);
- Experience in the field: **no more than 5 years of experience** in the public administration at the time of application;
- Not to have benefited from similar schemes in the past;
- English speaker (minimum B2 level).

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<sup>2</sup> State administration institutions are the Office of the Prime Minister, line ministries and subordinate institutions, part of the civil service.





★ **VERY IMPORTANT, the successful candidates will commit to:**

- Be fully available to attend the training programme from the initial training in ASPA to the final exam, for a total of 4,5 months;
- Provide in due time all the needed documents/support for the visa process, which will be facilitated by the project office in Tirana;
- Present a (biometric) passport. In case the passport is not valid until 31 December 2018, it will have to be renewed during the application period.

### III. Selection procedure

The selection procedure will be carried out in 3 steps:

1. ELIGIBILITY
2. WRITTEN TESTING
3. ORAL TESTING

**Please note that the entire selection procedure will be organised in English.**

#### 3.1. Eligibility phase

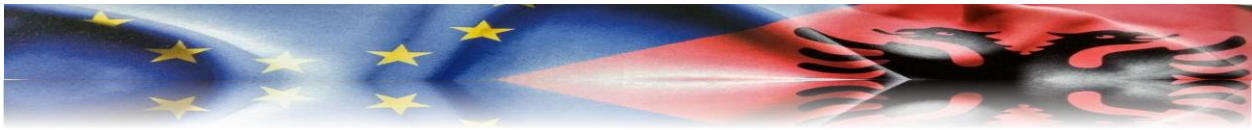
**The application period starts on 27<sup>th</sup> of November and ends on 15<sup>th</sup> of December, 12:00 midday.**

During this period of time, the interested **candidates must submit the following documents**, as an expression of their interest to participate in the selection procedure:

- The **eligibility checklist**, which can be downloaded [HERE](#);
- **CV** (Euro pass format <http://europass.cedefop.europa.eu/documents/curriculum-vitae>);
- **Application form**, where the candidate should mention for which group (field of activity) he/she is applying. This application form includes:
  - A Statement of responsibility regarding the fulfilment of the eligibility criteria, including the availability to travel abroad and move to France for the training period, dated and signed by the candidate; this statement will be part of the application form and shall not be submitted separately;
  - A motivation letter expressing the reasons why they want to be part of the program. The letter will also include the proposal for the **future professional project**<sup>3</sup> to be

<sup>3</sup> In the application form, the candidates have to propose a professional project that they would like to further study and develop during the training period. The theme of the project has to be directly linked with their current job (ex.: a project, a report, an





developed during the training programme; this letter will be part of the application form and shall not be sent separately;

- Copy of a valid **TOEFL or IELTS or Cambridge or other national recognised** language certification (if available) or proof of attended successfully and English –speaking University (Bachelor and Master’s degree);
- Copy of the **passport** (in case the passport is not valid until 31 December 2018, it will have to be renewed during the application period).

Applicants are invited to access the website of the programme [www.ycsalbania.eu](http://www.ycsalbania.eu) in order to download the application form (which includes the Motivation Letter and the Statement of responsibility).

 **VERY IMPORTANT:**

Applications shall be sent in attachment to [ycsalbania@dap.gov.al](mailto:ycsalbania@dap.gov.al) and [Helene.RAVAIL@ena.fr](mailto:Helene.RAVAIL@ena.fr).

A confirmation of receipt of the file will be sent to each candidate.

**Only applications containing all of the above-mentioned documents will be taken into consideration for the participation in the next phases, except the language certificates - see below “English knowledge test”**

An e-mail of notification will be sent to each eligible applicant. This e-mail will include all necessary details regarding the participation in the next phase (date, location, specific requirements).

### The English knowledge test

Candidates with an assessed level lower than B2 (upper intermediated level), according to *The Common European Framework of Reference for Languages*<sup>4</sup> will be eliminated from the competition.

**Candidates with an assessed level equal or higher to B2, who cannot provide a language certificate, will have to pass an English test.** This test will assess candidate’s general level of knowledge. This is an eliminatory test, part of the eligibility phase.

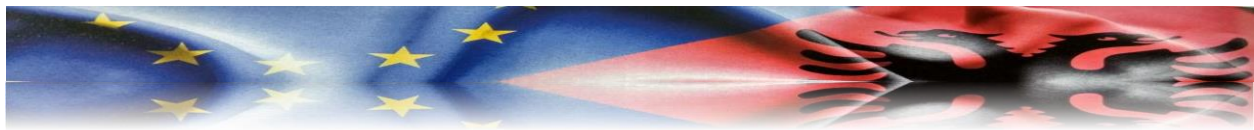
 **VERY IMPORTANT:**

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assessment; an evaluation etc.), to be suitable to be researched and developed during the training programme and to be suitable to be implemented in their home institutions after their return.

<sup>4</sup> <http://europass.cedefop.europa.eu/sites/default/files/cefr-en.pdf>





**Candidates having Cambridge certification, a valid TOEFL or IELTS or a national recognised certificate equivalent of B2 level or more, will not need to pass the English language test. This rule applies to those candidates that have graduated from an English-speaking Bachelor or Master's programme as well.**

**The English test** will take place on 18<sup>th</sup> of December, starting from 10 AM, at the Albanian School of Public Administration (ASPA) premises

Each candidate being in the situation to participate to the English test will be informed by email on the exact starting hour of their test.

**Expected duration of the test:** 1h 30 min

**Competencies tested:** listening, reading, writing in English language.

**The minimum level required:** B2.

This test will be anonymous and barcoded as well as electronically evaluated through a dedicated computer system.

After the English test assessment, all candidates will receive an e-mail with their results. Eligible candidates will be provided the final details regarding the next exam.

### 3.2. The written testing

Candidates who are declared eligible will have to pass first a written test.

**The written test** will take place on **20<sup>th</sup> of December 2017**

The written test will be structured in two parts: a multiple-choice questionnaire and an essay.

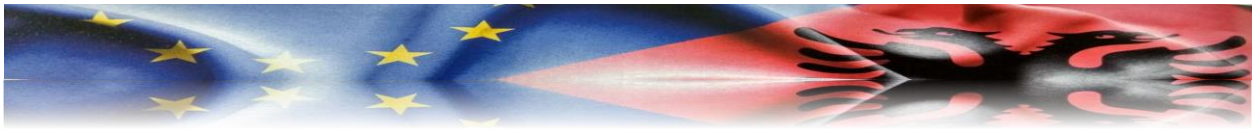
**Part 1:** Multiple-choice questionnaires (MCQ) on General Administrative Knowledge, EU Affairs and specific job knowledge (including tailor made questions, adapted to the fields, specifically targeted to assess the logical reasoning; analytical skills etc.). **The multiple-choice questionnaire will be different for each of the four groups (fields of activity).**

**Part 2:** an essay on a predetermined professional subject. The requirements for writing the essay will be clearly formulated in order to test/assess: analytical skills, problem-solving skills; team work; communication skills etc.).

**Competencies tested during the written test:**







- General Knowledge about public administration;
- General Knowledge about European Union Affairs;
- Specific job knowledge;
- Strategy and decision-making;
- Organizational and problem-solving;
- Integrity and ethics;
- Written communication.

The written test **will last 4 hours**. The exact location and hour of the test will be notified to each of the eligible candidates via a personalized email.

The written test phase will be anonymous and barcoded as well as electronically evaluated through a dedicated computer system.

The essay will be assessed by an expert selected by ENA.

**The written test will be scored with a maximum of 50 points, divided as it follows:**

- Maximum 30 points – Multiple choice questions on “General Administration; EU Affairs and specific job knowledge”
- Maximum 20 points - Essay on a predetermined professional subject.

When receiving the tests, the candidates will also receive the scoring for each multiple-choice question and the detailed scoring for each requirement for the essay.

 **VERY IMPORTANT:**

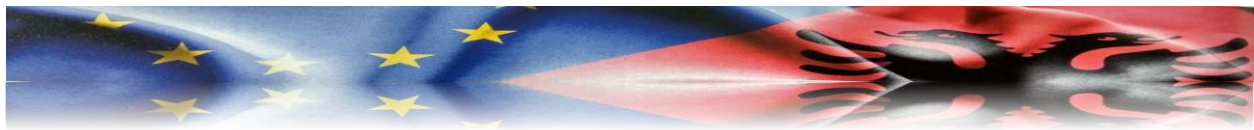
**The language of the written test will be English.**

Before entering the examination room, candidates must prove their identity and be checked against a registration list, and sign for their presence, which has to be validated by one of the supervisors from the project team.

Upon admission to the examination room, the candidates will be asked to leave personal belongings (e.g. coats, mobile phones – turned off, electronic equipment, bags etc.) at a point in the room as indicated by the supervisors.

Once the examination has started, any candidate who has a question must raise his/her hand and wait for a supervisor to respond. Candidates requiring the use of restrooms will be accompanied by a same gender member of staff.





Any candidate contravening the rules (i.e. caught talking, copying or cheating in any form) will be asked to leave the room and have his/her papers marked “expelled”.

Following the results of the written test, the 45 best candidates will be shortlisted to continue to the next phase, according to the places available in each group

The best 12 scoring candidates applying for “Public policy, strategy implementation & monitoring”, “Legal drafting”, “European Integration” and 9 best scoring candidates applying for “Budget planning, financial management & audit”, will be invited for an oral testing. In total, 45 candidates will be invited to the oral testing from where the best 15 applicants will be selected.

Group no.	Field of activity	Number of places available	Candidates invited to the oral exam
Group 1	Public policy, strategy implementation & monitoring	4	12
Group 2	Legal drafting	4	12
Group 3	European Integration	4	12
Group 4	Budget planning, financial management & audit	3	9
<b>TOTAL</b>		<b>15</b>	<b>45</b>

After the assessment of all written tests, each candidate will receive an e-mail with its detailed result. Candidates who pass successfully the written test are declared “admissible” to pass the oral testing.

This e-mail will also provide the final details regarding the oral testing.

### 3.3. The oral testing

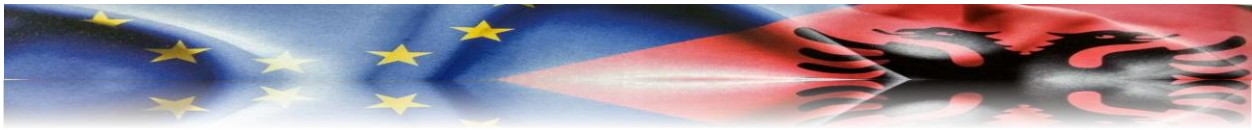
**The oral testing will be organized between 9-12 January.**

Following the complete evaluation of the written tests, the best 45 candidates will be invited to participate to an oral testing, the final stage of the selection procedure. The ratio of 3 to 1 is thought in order to ensure a reserve list in the event of last minute cancellations and, also, to have a relevant pool of selection. The oral testing will be organized between 9-12 January, entirely in English. Each interview will last around 30 minutes.

The selection committee includes the following members: 2 international experts, 1 representative from EUD and 1 representative from DoPA. The project leader will be a non-voting member that will mediate the entire selection procedure. Furthermore, there will be observers from other involved institutions/organizations such as: ENA, European Union Delegation to Albania, DoPA, ASPA, MEFA, etc.

Before each interview, the selection committee will review the CV and the Motivation Letter enclosed with the application of the candidate.





The supervisors will register the candidates, accompany them and present them to the Selection Committee.

**The structure of the oral testing will be as follows:**

**Part 1: Presentation of the candidate:** (5 minutes);

The applicants can organise their presentation in any manner they prefer. The file of the administrative background of the candidate will be available to the jury

**Part 2: Interview on the professional background of the candidate** (10 minutes);

The candidate's expertise and skills in its specialty as well as its environment will be tested. It is expected that the candidate will present and provide details about its professional achievements.

**Part 3: Interview on the candidate's motivation and future plans** (5 minutes);

The candidate's proposal for the future professional assignment topic, included in the letter of motivation and which will be developed during the training cycle will be presented and discussed

**Part 4: Professional behaviour & skills** (10 minutes)

Response to professional concrete situations, including deontological issues

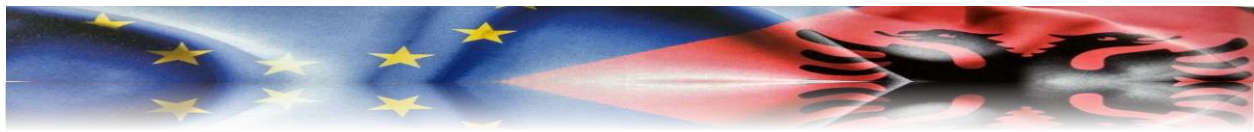
**Competencies tested during the oral interview:**

- ✓ Strategy and decision-making;
- ✓ Organizational and problem-solving;
- ✓ Oral communication.
- ✓ Initiative;
- ✓ Creativity;
- ✓ Integrity and ethics;
- ✓ Interpersonal relationship and teamwork.

**The oral testing will be scored with a maximum of 50 points, distributed as it follows:**

<b>Competency</b>	<b>Scoring</b>
✓ Strategy and decision-making	8 points





✓ Organizational and problem-solving	8 points
✓ Oral communication	6 points
✓ Initiative	7 points
✓ Creativity	7 points
✓ Integrity and ethics	8 points
✓ Interpersonal relationship and teamwork	6 points
<b>TOTAL:</b>	<b>50 points</b>

At the end of each interview, each member of the selection panel will evaluate each of these 7 competencies and give a score for each candidate.

The final score for the oral testing will represent the arithmetic average of the individual assessment.

#### IV. The final selection and signing of contract

Following the completion of all interviews, the final grade for each candidate will be calculated, as follows:

Global score: 100 points on a 50% (written) / 50% (oral) basis

Part	Written		Oral			
<b>Section</b>	General Administration; EU Affairs and specific job knowledge	Essay on a job related pre-determined subject	Presentation	Professional background	Candidate's motivation and future	Professional behaviour and skills
<b>Scoring</b>	30	20				
<b>Total</b>	50 points		50 points			

The list of admitted candidates will be published on the website of the program, within 3 working days from the completion of the last interview.

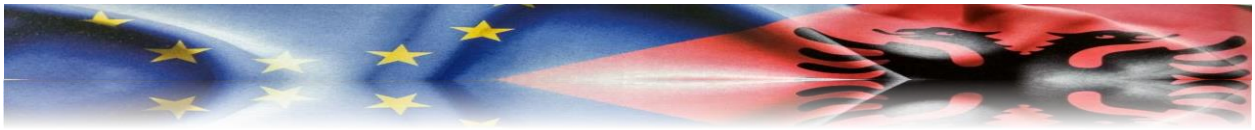
Both successful and unsuccessful candidates will be notified by e-mail.

For each group, a waiting list will be established, from which the best ranked candidates can be finally retrieved in 2 cases:

- In case of withdrawal from one/several of the admitted candidates ;
- In case ones/several places remain unfilled in one of the 4 groups

Upon completion of the selection process, admitted candidates will sign a contract with the Department of Public Administration, École Nationale d'Administration and home institution covering the mutual contractual obligations. This contract must be signed before **26 January 2018**.





By signing the contract, the successful candidate becomes the beneficiary of the YCS Albania scholarship and commits to respect its obligations as stipulated in the contract.

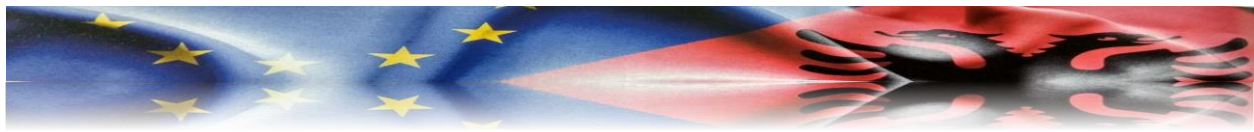
Further information can be consulted at the website of the programme, [www.ycsalbania.eu](http://www.ycsalbania.eu).

### **Annex 1 – The timetable**

Indicative important dates

**27 November-15 December 2017, at 12:00 midday:** The call for application;





**18 December 2017:** English test (candidates who possess a certification from TOEFL, IELTS or Cambridge language certification, oh have graduated from an English-speaking university- Bachelor or Master's degree, do not have to participate to the English test);

**20 December 2017:** Written exam;

**9-12 January 2018:** Interviews;

**17-26 January 2018:** Final list and agreements signed;

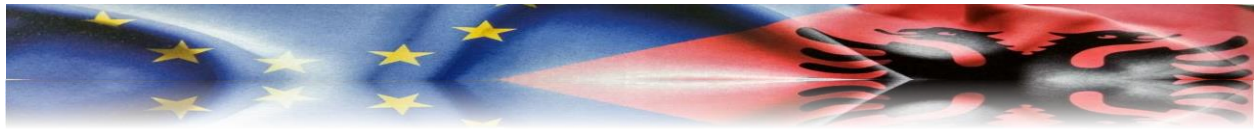
**February 2018:** Start of the traineeship.

## Annex 2 – Bibliography

### A. General bibliography:

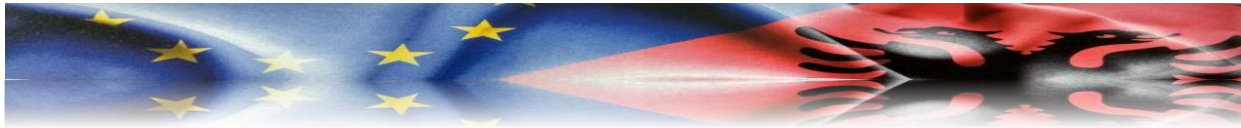
1. Constitution of the Republic of Albania, with the latest approved amendments of 2016 - <https://www.parlament.al/wp-content/uploads/2015/11/kushtetuta-perditesuar-2.pdf>;
2. Law no. 44/2015 Code of Administrative Procedures of the Republic of Albania - <http://qbz.gov.al/botime/kodi%20i%20procedures%20administrative.html>;
3. Law no. 152/2013 for Civil Servant, as amended - <http://www.dap.gov.al/legjislacioni/per-sherbimin-civil>;
4. Law no. 9131/2003 on the Rules of Ethics in the Public Administration - <http://www.dap.gov.al/legjislacioni/per-administraten-publike/44-liqj-nr-9131-date-08-09-2003-per-rregullat-e-etikes-ne-administraten-publike>;
5. Law 9000/2003 on the Organization and Functioning of the Council of Ministers, as amended - <http://www.dap.gov.al/legjislacioni/per-administraten-publike/49-liqj-nr-9000-date-30-01-2003-per-organizimin-dhe-funksionimin-e-keshillit-te-ministrave>;
6. No. 867/2014, on the Procedures of Cooperation in Institutions of Public Administration - <http://www.dap.gov.al/legjislacioni/per-administraten-publike/132-vendim-nr-867-date-10-12-2014-per-procedurat-ebashkepunimit-ne-institucionet-e-administrates-shteterore>;
7. Treaty on European Union, consolidated version 2016 - <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:C:2016:202:FULL&from=EN>;
8. Treaty on the Functioning of the European Union, consolidated version 2016 - <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:C:2016:202:FULL&from=EN>;
9. Stabilisation and Association Agreement between the European Communities and their Member States, of the one part, and the Republic of Albania, of the other part - [https://eeas.europa.eu/sites/eeas/files/st08164.06\\_en.pdf](https://eeas.europa.eu/sites/eeas/files/st08164.06_en.pdf);





10. National Strategy for Development and Integration 2015-2020 - [https://ssl.kryeministria.al/SKZHI\\_FINAL\\_QBZ.pdf](https://ssl.kryeministria.al/SKZHI_FINAL_QBZ.pdf);
11. Commission staff working document - Albania 2016 report - [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key\\_documents/2016/20161109\\_report\\_albania.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2016/20161109_report_albania.pdf)



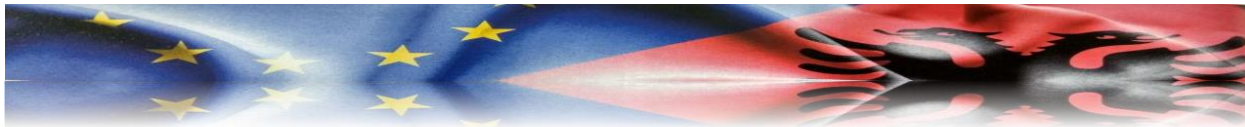


**B. Specific bibliography per each field of activity opened for the exam:**

Group 1 - Public policy, strategy implementation & monitoring	Group 2 - Legal drafting	Group 3 - European Integration	Group 4 - Budget planning ,financial management & audit
<ul style="list-style-type: none"> <li>- Crosscutting Public Administration Reform Strategy 2015-2020 - <a href="http://dap.gov.al/images/DokumentaStrategjik/PAR_Strategy_2015-2020_English.pdf">http://dap.gov.al/images/DokumentaStrategjik/PAR_Strategy_2015-2020_English.pdf</a>;</li> <li>- Law no. 146/2014 on Public Notification and Consultation <a href="http://www.qbz.gov.al/botime/fletore_zyrtare/2014/PDF-2014/178-2014.pdf">http://www.qbz.gov.al/botime/fletore_zyrtare/2014/PDF-2014/178-2014.pdf</a>;</li> <li>- Impact Assessment Methodology, 2016 - <a href="http://ycsalbania.eu/wp-content/uploads/2017/11/RIA-METODOLOGJIA-E-VLER%C3%8BSIMIT-T%C3%8B-NDIKIMIT.pdf">http://ycsalbania.eu/wp-content/uploads/2017/11/RIA-METODOLOGJIA-E-VLER%C3%8BSIMIT-T%C3%8B-NDIKIMIT.pdf</a></li> <li>- Order no. 139/2010 on the implementation of the sectoral and inter-sectorial strategy monitoring process - <a href="https://shtetiweb.org/wp-content/uploads/2014/05/Urdrher-Nr.139-per-PAM.pdf">https://shtetiweb.org/wp-content/uploads/2014/05/Urdrher-Nr.139-per-PAM.pdf</a>;</li> </ul>	<ul style="list-style-type: none"> <li>- Law no. 146/2014 on Public Notification and Consultation <a href="http://www.qbz.gov.al/botime/fletore_zyrtare/2014/PDF-2014/178-2014.pdf">http://www.qbz.gov.al/botime/fletore_zyrtare/2014/PDF-2014/178-2014.pdf</a>;</li> <li>- DoCM no 584/2003 for the Approval of the Council of Ministers regulations, as amended - <a href="http://www.qbz.gov.al/Ligje.pdf/keshilli%20i%20ministrave/vkm%20584.pdf">http://www.qbz.gov.al/Ligje.pdf/keshilli%20i%20ministrave/vkm%20584.pdf</a>;</li> <li>- Impact Assessment Methodology, 2016. <a href="http://ycsalbania.eu/wp-content/uploads/2017/11/RIA-METODOLOGJIA-E-VLER%C3%8BSIMIT-T%C3%8B-NDIKIMIT.pdf">http://ycsalbania.eu/wp-content/uploads/2017/11/RIA-METODOLOGJIA-E-VLER%C3%8BSIMIT-T%C3%8B-NDIKIMIT.pdf</a></li> </ul>	<ul style="list-style-type: none"> <li>- National Strategy for Development and Integration 2015-2020 - <a href="https://ssl.kryeministria.al/SKZH_I_FINAL_QBZ.pdf">https://ssl.kryeministria.al/SKZH_I_FINAL_QBZ.pdf</a>;</li> <li>- National Plan for European Integration 2017-2020 - <a href="http://www.qbz.gov.al/botime/fletore_zyrtare/2017/PDF-2017/12-2017.pdf">http://www.qbz.gov.al/botime/fletore_zyrtare/2017/PDF-2017/12-2017.pdf</a>;</li> <li>- Instrument for Pre-Accession Assistance (IPA II) Indicative Strategy Paper for Albania (2014-2020) - <a href="https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2014/20140919-csp-albania.pdf">https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/key_documents/2014/20140919-csp-albania.pdf</a></li> </ul>	<ul style="list-style-type: none"> <li>- Albanian Public Finance Management Strategy 2014-2020 - <a href="http://www.financa.gov.al/files/serfiles/Raportimet/Albanian_PFM_strategy_2014-2020.pdf">http://www.financa.gov.al/files/serfiles/Raportimet/Albanian_PFM_strategy_2014-2020.pdf</a>;</li> <li>- Law no. 9936/2008 on the Budget System Management in the Republic of Albania, as amended (<a href="http://www.financa.gov.al/al/legjislacioni/buxheti-thesari-borxhi/buxheti/ligjet">http://www.financa.gov.al/al/legjislacioni/buxheti-thesari-borxhi/buxheti/ligjet</a>)</li> <li>- Law nor. 114/2015 for Internal Auditing in the Public Sector - <a href="http://www.bujgesia.gov.al/files/pages_files/liqj_nr_114_dt_22_10_2015_24469_1_(1).pdf">http://www.bujgesia.gov.al/files/pages_files/liqj_nr_114_dt_22_10_2015_24469_1_(1).pdf</a></li> </ul>







<p>- Order no. 18/2014 on the creation of the inter-ministerial committee for strategic planning. <a href="http://ycsalbania.eu/wp-content/uploads/2017/11/Urdher-KM-18-2014-mbi-KPS.pdf">http://ycsalbania.eu/wp-content/uploads/2017/11/Urdher-KM-18-2014-mbi-KPS.pdf</a></p>			
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